**Evaluation Report on Promotion, on Democracy; Good Governance & Human Right Development Project in Somaliland (Code : #300007042)**





**Implemented by**

**ASAL organisation**

**And**

**Save Somaliland Children Organisation**

**February 2019**

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# Executive Summary

Somaliland lies directly to the northwest of Somalia, of which it was a part until it declared its independence from the unified Somalia in 1991. Since its independence, there has been a series of peace conferences held in Buroa 1991, Borama 1993 and Hargiesa 1997. Since then, the country has sustained relative peace and stability and full functioning state organs. The state has moved into a democratic leadership process where the constitutional referendum held in 2001 gained an overwhelming majority of 97% lays the foundation for sustainable democratic process. This process facilitated six elections, three presidential elections, two local councils election and one parliament election, all of which realised a peaceful transfer of power where ordinary citizens were enabled to vote for their representatives.

ASAL organisation partners with Save Somaliland Children Organisation-SSLCO and Forum SYD in the implementation of the project entitled Promotion, on Democracy; Good Governance & Human Right Development Project (Code : #300007042). The nature of their partnership is that ASAL has the local representation and direct reach with local communities while also taking care of project’s operations at field level. SSLCO is tasked with resource mobilisation and networking outside Somaliland and mainly in Sweden. The project has four main objectives which are 1) strengthening citizen’s civic engagement with their leaders at all levels through citizen interface with the aim of surgeries and other civic platform. 2) popularisation of the citizens manifesto as an expression of citizens aspirations in all regions 3) establishing a network of citizen’s civic associations for citizen manifesto agenda at grass roots and 4) capacity Building for grass roots civic manifesto promoters as drivers of citizens manifesto agenda.

The main purpose of this evaluation is to provide relevant findings, lessons-learnt, and recommendations for the joint development work conducted by Save Somaliland Children Organization and ASAL Youth. The evaluation adopted OECD-DAC evaluation criteria with close look at relevance, efficiency, effectiveness, impact, sustainability, partnership, compliance with agreement and capacity. A qualitative methodology was used where document review was the key source for secondary data and focus group discussions, key informant interview and SWOT analysis was used to collect primary information.

Findings demonstrate that the project was relevant to the implementing partner’s mandate, country’s strategic priorities and needs of the community. Moreover, the project was handled in an efficient way. According to the last Audit report ASAL have Annual operating budget, which includes all expenses and Revue/income and source of all project with Board Review and Approval. ASAL organization has an adequate financial management system with realistic budgets, effective financial controls, and accurate information to support decision-making, after reviewed the relevance documents we found that ASAL financial statements are free from material misstatements, all the reports and financial reports have an evidence and disclosure. ASAL was also consistent with the financial management procedure as agreed with SSCLO. In terms of effectiveness, the project has done considerable work in promoting democracy, good governance and human rights. The project empowered people in engaging political process of the country while also holding the elected councilors and decision makers accountable. In respect of human rights, the project has enabled local communities voluntarily raise awareness against FGM, child marriage, intimate partner violence among other. At institutional level, the project empowered staff from ministry of justice, national human rights commission, police services and good governance commission to improve their service delivery in a way that is commensurate the upholding basic human rights. The observable impact the project had include Improved knowledge of people on democracy, good governance and human rights, Increased capacity of service providers, Enhanced capacity of Community Based Organisations-CBOs and Improved collaboration with ASAL and key government service providers. The evaluation findings also revealed that staff working for ASAL organization and this project in particular had the required technical capacity to fulfil the project attain its goals.

Given the project’s successful implementation, yet, there are few areas to consider to make future interventions more robust and impactful.

More time should be allowed for sensitising and improving people’s understanding about democracy, good governance and human rights. Current project interventions should also be modified in a way that is more decentralised. For instance, community level working groups that monitor human rights and good governance should be created in order to facilitate community level structures that promote these issues. Existing partnership between ASAL organisation and public service providers must be bolstered through collaboration. Capacity building at various levels must also be considered. Firstly, an exposure visit for staff would strengthen staff’s capacity in project implementation, different approaches and methodologies and more importantly lessons learn in other contexts. Several manuals and policy documents need revision. Lastly, Placement with technical people i.e. human rights, fundraising and financial management experts would transform the organisation to better.

**Table of Contents**

[Executive Summary II](#_Toc1297325)

[Country Context 1](#_Toc1297326)

[Project Context 2](#_Toc1297327)

[Introduction to Organization Involved 3](#_Toc1297328)

[About Forum Syd 3](#_Toc1297329)

[About Save Somaliland Children Organization (SSLCO) 4](#_Toc1297330)

[About ASAL Organisation 4](#_Toc1297331)

[Evaluation Purpose 4](#_Toc1297332)

[Evaluation Questions 4](#_Toc1297333)

[Evaluation Methodology 5](#_Toc1297334)

[Sampling 6](#_Toc1297335)

[Data collection 6](#_Toc1297336)

[Data analysis and interpretation 7](#_Toc1297337)

[Ethical considerations 7](#_Toc1297338)

[Analysis of findings 8](#_Toc1297339)

[Relevance 8](#_Toc1297340)

[Effectiveness 10](#_Toc1297341)

[Impact 12](#_Toc1297342)

[Partnership 13](#_Toc1297343)

[Capacity 14](#_Toc1297344)

[Conclusion 14](#_Toc1297345)

[Recommendations 15](#_Toc1297346)

[Annex 1: Key Informant Interview Guide 16](#_Toc1297347)

[Impact Evaluation – KII Tool 16](#_Toc1297348)

[Annex2: Focus Group Discussion Guide 19](#_Toc1297349)

[Annex 3: Evaluation Time line 21](#_Toc1297350)

[Annex 4: Documents reviewed 21](#_Toc1297351)

[Annex 5 list of respondents groups 22](#_Toc1297352)

# Country Context

Somaliland lies directly to the northwest of Somalia, of which it was a part until it declared its independence from the unified Somalia in 1991. This came after 10 years of drastic civil wars against the regime of SiyadBarre. Somaliland gained its independence from the Great Britain on 26th June 1960, and amalgamated to the Italian colony of Somalia just four days after the claimed its independence. The intention was to establish one nation for the Somali people by bringing together the five regions had been partitioned by the colonial powers. Lewis[[1]](#footnote-1), 1963 described this desire as Pan-Somalism, comparing it to Pan-Africanism, which was at its peak. Despite concerns regarding the political dominance of the southern regions, the situation seriously aggravated after the coup d’état let by General Mohamed SiyadBarre took control in 1969. Because of increased negative economic, social and political complications, resentments of the local population, as well as the elites, military officers and diaspora has increased and this eventually led to the formation of a political and military opposition movement. On May 1981, a group of diaspora from the UK and Saudi Arabia announced the creation of the Somali National Movement (SNM) in London.

As result of brutal and bloody wars launched by the national army in the main cities of Hargeisa and Buroa led an estimated 50,000-60,000 people to loss their lives and forced another 500,000 out of their homes to the refugee camps in Ethiopia. After the collapse of the central government, representatives from clan leaders, intellectuals, politicians and businesspersons from northern regions, committed to dissolve the union with Somalia on 18th May 1991. Despite the economic, security and political setbacks, there has been a series of peace conferences held in Buroa 1991, Borama 1993 and Hargiesa 1997. Since then Somaliland has sustained relative peace and stability and full functioning state organs. The state has moved into a democratic leadership process where the constitutional referendum held in 2001 gained an overwhelming majority of 97% lays the foundation for sustainable democratic process. Since then, the country remains in a multi-party political system where three political parties vie for the country’s leadership. This process facilitated six elections, three presidential elections, two local councils election and one parliament election, all of which realised a peaceful transfer of power where ordinary citizens were enabled to vote for their representatives. The last presidential election took place in December 2017 the leading party Kulmiye, won a majority of 55% and the outgoing president Mr. Silanyo peacefully transferred the power in to his long-time political ally Mr. Muse BihiAbdi.

Given the strides of democratic election, yet Somaliland is facing a lot of challenge in maintaining the nascent democracy. The first and most challenge full is the socio-cultural nature of the society where clan structures shape every aspect of social interaction. Given the weak government system, public trust on the government is very limited up to the level where clan structures provide more trustworthiness to the people of same lineage. Moreover, there are no adequate on inexistent essential laws and policies governing for the democratisation process while the political commitment by elected officials is very limited. These factors propel unnecessary delays in election, which has been very common in Somaliland.

# Project Context

The project entitled Promotion, on Democracy; Good Governance & Human Right Development Project (Code : #300007042) in Somaliland focused on providing opportunities and space for citizens to engage in public issues that affect them and to hold duty bearers accountable, as well as a neutral platform for civil activists, professionals, academia and public managers to engage in dialogue, critical debate, self-reflection and activism over a variety of issues that are critical to the citizen welfare and survival of Somaliland as a nation. The intervention idea came up with ASAL past experience and lessons learnt from previous interventions that engage diverse communities at grass root level where the community showed greater interest the need to promote democracy, good governance and human rights project for the community, particularly marginalized and disable people to promote equality of opportunity and access to public goods and services. The proposed intervention approach fits in ASAL’s vision to create a democratic environment, where women and men are equal to participate the decision making process at various levels without depriving the right of any, exploiting and discriminating and where laws, services, behaviors’ and practices address known risk factors, minimize women’s vulnerability and strengthen women’s own resilience. The intervention approach was a human rights-based and emphasized prevention as well as the accountability of governments. The project assisted state institutions at all levels in delivering on their mandates, fulfil the public trust and provide goods and service through a transparent way.

The following five strategies have been identified as core intervention areas for the project

1. Strengthening citizens civic engagement with their leaders at all levels through citizen interface with the aim of surgeries and other civic platform.
2. Popularisation of the citizens manifesto as an expression of citizens aspirations in all regions
3. Establishing a network of citizen’s civic associations for citizen manifesto agenda at grass roots.
4. Capacity Building for grass roots civic manifesto promoters as drivers of citizens manifesto agenda. The educators’ constant presence also builds up the confidence of the citizens, which help and facilitate them to keep the agenda on the right track and act as tools.
5. Lastly, monitoring and measurements of performance of duty holders on realisation of citizen aspirations expressed in Citizen Manifesto

ASAL designed a gender responsive program that concerns with activities which increase the benefit, and participation of poor women, girls and other marginalized people in making decision process, that affect their lives through transparency. The project considered efforts to ensure fair share for men and women in each aspect of the project. Moreover, the project had a close look at having positive impact on the environment through raising awareness and advocacy in conserving environment and natural habitats.

# Introduction to Organization Involved

## About Forum Syd

Forum Syd is grounded in the vision that all people should have the power to effect change and works for people´s ability to organize themselves and supports the development of a strong civil society. It is a politically and religiously unaffiliated development cooperation organization founded in 1995, and it is today the largest civil society platform in Sweden. In addition to Sweden, the organization also has offices in Lithuania, Cambodia, Colombia, Somalia and Kenya, through which the organization supports development programs and projects in around 70 countries worldwide.

In line with Forum Syd´s Policy Platform 2013-2022, the organization has four mutually dependent roles:

1. Advocate: Advocating for changes that contribute to a just and sustainable world.
2. Capacity developer: Strengthening development actors in Sweden and abroad.
3. Development actor: Managing development programs in partnership with organizations in partner countries.
4. Grant administrator: Distributing and quality assuring grants to Swedish organizations working on international development cooperation and with Swedish information campaigns on global issues.

The program which funds the projects under evaluation is entitled The Somalia Diaspora Program (SDP).The program is funded by Sida through the Swedish Embassy in Kenya (the Somalia section) and fits under Sweden’s current results strategy for international development cooperation which focuses on youth and women's rights within the thematic areas of:

* Democracy and human rights: People living under marginalized conditions and civil society organizations have increased their involvement and dialogue with local and federal authorities. They have gained greater knowledge of claiming rights and participating in democratic processes, decision-making and accountability mechanisms. Duty-bearers have increased their understanding of a rights based approach.
* Health and gender equality**:** Women and girls have increased understanding and knowledge of sexual and reproductive health and rights, and strengthened participation in civil society organizations. Men, women, girls and boys have greater awareness of the structures and norms which affect sexual and gender-based violence.
* Human security and livelihood**:** Increased awareness concerning livelihoods, sustainable natural resource management and their corresponding rights such as food, water, waste, energy and sanitation.

Swedish-Somali diaspora organizations can apply for funding for projects that target any of the three results areas. All applications for project funding through the Somalia Diaspora Program must be implemented in close collaboration with a local organization in Somalia. This should be an established organization that is independent from the diaspora organization.

## About Save Somaliland Children Organization (SSLCO)

Save Somaliland Children Organization (SSLCO) is a Swedish Diaspora humanitarian organization based in Sweden. SSLCO has been involved several development cooperation with ASAL Youth Development Association (LEO) for implementing various projects since 2012, these includes the project of “IDPs and Poor Women’s Basic Education & Skill Training. SSLCO has funded the complemented program entitled “ Promote Participatory, Good Governance, Human Right & Democratic System of the Country” this project will strengthen democracy, human rights and good governance, so as to lead participatory, representative and inclusive political & government institutions.

## About ASAL Organisation

ASAL Youth Development Association is a non-profit, non-governmental and Developmental and Humanitarian Organization founded in 2001 and duly registered at the offices of the Attorney General and Ministry of Planning and Coordination of Somaliland. The organization works to improve the livelihoods and socioeconomic burdens of communities in Somaliland, through education, marketable skills training, Food, Wash, Democracy, Human Rights, Good Governance, Advocacy and Awareness raising programmers.

**Vision:**ASAL’s vision is a society without poverty, free from illiteracy, discriminations, and vulnerabilities in harmful traditional practices, and other environmental problems.

**Mission:**The mission of the organization is to improve the livelihoods and Socioeconomic burdens of communities in Somaliland, particularly vulnerable Children, Youth, women, People with disability, Minority and IDPs groups. Through enhancing their education attainment, Skills training, providing shelter, food, promoting access for clean Water, Promoting Democracy and Human Rights Protection, Good Governance, Advocacy and Awareness raising programs.

# Evaluation Purpose

The main purpose of this evaluation is to provide relevant findings, lessons-learnt, and recommendations for the joint development work conducted by Save Somaliland Children Organization and ASAL Youth.The evaluation adopted a retrospective and forward-looking approach with action-oriented recommendations to feed into future work. The findings are of great importance resource for the two above-mentioned organizations and Forum Syd.

Another main purpose for the study was to assess the level to which the project results can sustain after the intervention elapses and for how long the beneficiaries will reap the results.

# Evaluation Questions

|  |  |
| --- | --- |
| ***Relevance*** | * Are the projects designed in a way that they are addressing the needs and priorities of the target groups within a longer-term and holistic perspective?
 |
| ***Effectiveness and impact*** | * To what extent did the projects contribute to the intended results of the projects (the goal and risk matrix)?
* To what extent did the projects contribute to unintended results?
* To what extent was the use of resources cost-efficient? Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results?
* To what extent were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve positive results given the specific context? Are the sums for certain major budget posts such as rent and consultancy/trainers fees reasonable given the context?
* To what extent are the methods used appropriate and effective?
* Is there a clear theory of change? Is this appropriate for the context?
* To what extent is there an effective monitoring and evaluation structure in place?
 |
| ***Partnerships*** | * What is the nature of the partnership between SSLCO and ASAL Youth? What is the division of roles between them? Are there important power-relations that are important to consider?
* Which other partnerships does ASAL Youth have? What is the division of roles between them? Are there important power-relations that are important to consider?
 |
| ***Agreement compliance*** | * To what extent do the organizations adhere to Forum Syd’s agreement and general conditions? These are two separate documents.
 |
| ***Capacity*** | * Describe and assess ASAL Youth’s capacity to plan, implement and report on development projects. This includes capacity related to administration, financial management, thematic and geographic knowledge, and monitoring and evaluation.
 |

# Evaluation Methodology

In reference to the Terms of Reference of this evaluation, Qualitative method of research has been applied where different tools and methods were combined together. First, the consultants conducted a comprehensive desk review where they reviewednumerous project documents. The list of documents reviewed can be found in Annex6**.** The purpose of this was to get the grip for the project’s background and operational context. Additionally, this was to inform the consultants develop thorough evaluation tools that fits the evaluation requirement. Through the desk review, data collection tools was made available to collect relevant information for the concerned stakeholders.

Table 1 Evaluation Method

|  |  |  |  |
| --- | --- | --- | --- |
| **Methodology**  | **Rationale**  | **Approach**  | **Source of data**  |
| Desk Review  | Review of relevant documents to understand the context and develop tools for the evaluation as well triangulate information obtained from primary sources  | Review of project documents such as: * Project proposal
* Work plans
* Logical framework
* M&E framework
* Theory of change
 | Secondary data  |
| Qualitative  | Serves to capture information from the target beneficiaries and stakeholders so as to help gain an in-depth understanding of issues affecting  | Use of Focus *group discussions* with community members and local authorities (duty bearers)  | ***Discussion with***Youth, Children, Community groups, and Community members (IDPs & Host)  |
| *Face-to-face interviews* with key informants  | ***Interview with***Key people i.e. CBO and other duty bearers ,  |

## Sampling

Purposive sampling was used to reach potential participants, as the targeted units of analysis. This was necessary so that the information from the participants of each group can be compared and triangulated. Knowledge and experience with the project were key characteristics looked for when selecting participants, which was the main reason for choosing the purposive sampling method. Using ASAL’s experience in the project location, stakeholders and beneficiaries, key individual and institutions participating for this study were mapped out.List of interview and FGD and KII participants are in Annex XXXX. The reason for leaving other stakeholders other than thoseprovided in the list was that the consultants felt those chosen could provide sufficient data, and any additional data would not add anything of significance; rather, it might cause confusion.

## Data collection

Focus Group Discussion-FGD and Key Informant Interviews-KIIs guides where the main data collection tool used for collecting information from target beneficiaries. Moreover, a SWOT analysis approach was used to assess ASAL’s capacity to manage and implement the project. Questions were designed to be open-ended to allow respondents enough latitude to express freely what they felt important regarding their subjective understanding of the project. This also allowed the consultants to follow the conversation and identify new areas, themes and topics that might be relevant to the various points of the discussion. This approach corresponds with the basic tenants of the qualitative paradigm. Questions in the guide were painstakingly derived from the analysis of the desk/literature review and themes adopted in mainstream discourse in the project context.

After this process was finalized, the participants were invited for interviews in February 2019. Before the interview session, an information sheet, an informed consent form was shared with the respondents. Following this, participants were allowed some time to prepare themselves for the interviews. Consultants led the interview and discussion sessions, which were 12 and were mostly carried out in Somaliland to accommodate the participants and enable them express their perceptions, opinion and knowledge about the project.

Interviews were tape-recorded with the exception of those, in which the respondents declined due to their concerns about confidentiality. The researchers also took a great deal of notes alongside the recordings; these were to note down the situational environment and the expressions of the participants, as well as the most salient points mentioned.

## Data analysis and interpretation

The primary data collected through the FGDs and KIIs was prepared for analysis in order to make the information meaningful. Among the various qualitative data analysis tools available, the consultants employed interview analysis and audio analysis of the primary data. The consultants read through the notes taken and several interview transcripts and also listened the audiotapes to find out the themes, pattern and relationships of the information. A set of coding frames were developed using an open coding system, through which several codes emerged in the process. These were minimized (using axial coding) to several themes that could provide answers to the evaluation questions and reflect the evaluation objectives. Data contained in these codes were then prepared for analysis and interpretation, whereby the data was interpreted according to the themes and patterns identified to show how the concepts, ideas and opinions of the respondents relate to each other and how they reflect on the evaluation phenomena. To enable this, NVivo software was used to help organize and analyze the audiotapes and handwritten notes.

Through this analysis, generalizations regarding the research phenomena could be made in relation to the evaluation context. It also helped the consultants to provide general recommendations to suggest capitalizing on areas of strength and remedying shortcomings that the research discovered.

## Ethical considerations

It is important to note down that Somaliland has no Ethics Review committee to submit ethical clearance application for studies, however, the consultants applied the conventional and universal principle of data protection and safeguarding, since the data generated through the interviews involved dealing with human subjects. In line with this, various issues were addressed to ensure that the dignity of the human subjects involved in the study was respected. They were briefed about the Evaluation research and the underlying objectives of the study; confidentiality was assured, to give them confidence during the interviews; and it was made clear that their information would be protected and that it would not be used other than for the purpose they consented to. Respondents were also informed that they could see the transcription and audiotape of their interviews so that they could check for correctness. In addition, participants were assured in the consent form the measures designed to ensure the anonymity of the information they provided.

The figure below shows the summary of milestones of the evaluation process

Table 2 Proposed Evaluation Process

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase I: Desk review and development of Tools  |  | Phase II: Fieldwork  |  | Phase III: Documentation and Reporting  |
| •Review of existing documents  and information synthesis •Development of tools for data  collection •Submit an Inception Report   | •Carry out data collection in the  project target areas using mixed methods approach (Qualitative and quantitative methods).  | •Carry out data processing and  analysis and write up the draft report •Produce the final consultancy  report based on Forum SYD’s inputs into the draft version. |

# Analysis of findings

## Relevance

According to OECD-DAC standards of evaluation, the issue of relevance is multidimensional and must reflect to a number of areas. Below are the areas of relevance measures for this evaluation to assess project’s compliance to the DAC standards.

*Relevance with implementing partner’s mandate:* according to Forum SYD, SSLCO and ASAL mission and vision statements, there is a clear match between the projects phenomenon and these organisations mandate. Promotion of Democracy, human rights and good governance was a corner stone to these entire three organisation.

*Relevance to Country’s development plan:*According to Somaliland National Development Plan-NDPII (2017-2022), the Promotion, on Democracy; Good Governance & Human Right Development Project is in line with the country priorities. Pillar 3 of the NDP II[[2]](#footnote-2) states that Somaliland government envisions “A society where the rights of citizens are protected bydemocratic, transparent, accountable and efficient public institutions”. This pillar focuses on four main sectors namely a) the Security and Rule of Law sector that covers security, justice and human rights b) the Democratization and Decentralization sector, for ensuring participatory and inclusive governance and service delivery, c) the Public Resource sector, which aims at creating enabling environment for economic development and d) the Foreign Relations and International Cooperation sector for enhancing foreign relations and development cooperation.

*Relevance to the beneficiaries needs:* according to the project documents that has been reviewed over the evaluation period, the need for this intervention has raised as a result of the lessons learnt from ASAL’s past interventions in the project targeted areas. ASAL organisation with it’s deep engagement of the community at grass root level realised that the community would need to know more about their rights and obligations as citizens for this country. Moreover, as a result of political polarisation and escalation of clan based system of power sharing, ASAL realised to synthesise community on democracy, good governance and human rights to alter the current political landscape of the country and enable citizens hold their elects accountable with reference of their rights. The evaluation revealed that the project has a good relevant to the beneficiaries needs. All the beneficiaries participated for this project has expressed how the project fits in to their needs while emphasised their engagement over the different phases.

“I remember when we came in to this location four years ago, ASAL organisation was among the first organisation that came to us and asked about our needs. Apart from the basic needs we had at the time i.e. shelter, food, schools and health facilities, we asked for guiding us and creating a connection between us and the government. This project responds to that need and we are now enabled to communicate any government office that deliver any service this community needs”one person participated in FGD session expressed.

In addition, at institutional level, participating government offices also expressed the extent to which the program fits into their institutional mandate and the services they provide to the public. One respondent from Ministry of Justice-MoJ voices as “perfect match between the project and their organisational mandate”. In explaining this, the respondent continues, “my department [justice department] provides legal services to the public. We strive ensuring that citizens have their legal rights in discriminatory of their race, gender, social class etc. and this project enabled us pass this message to the public as the government hasn’t the required resource to teach the community about their constitutional rights”. Representative from the police said, “There was a good relationship between training and our institution services- it about how army forces behave in doing their day to day activities without violating the rights of the citizen’s grassroots. The project/training’s was relevance to our needs and priorities.

National Human Rights Commission-NHRC and elected councillors have also highlighted that the project fits in to the mandate of their institutions and the services they provide for the public.

*Content relevance to the beneficiaries:* in reference to the Terms of References for the main activities audited for this evaluation the contents delivered was relevant to the beneficiaries’ level of understanding. The ToRs have clear objectives and expected outcomes for the activities and delineates clear message in the entire democracy, good governance and human rights themes to the targeted audiences. Respondents concurred that the content delivered in the training, meetings, awareness raising etc. were relevant to their level of understanding. “The approaches and materials used for this training was relevant to the participants level of understanding, the participants were different some are more educated and others not but approaches of training was very participatory and the trainer used Somali language to explain simple and demonstrated using photo’s, video’s and posters. The trainees were highly motivated and showed good participation during discussion, there was group presentations using posters” one FGD participant expressed his opinion.

***Efficiency***

Upon review of policies and procedures there was evidence of effective internal controls within the financial management system, ASAL have an accounting system which meets generally accepted standards and fund accounts bothGaap and Gaas adopted during the project financial management. According to the last Audit report ASAL have Annual operating budget which includes all expenses and Revue/income and source of all project with Board Review and Approval.

ASAL organization has an adequate financial management system with realistic budgets, effective financial controls, and accurate information to support decision making, after reviewed the relevance documents we found that ASAL financial statements are free from material misstatements, all the reports and financial reports have an evidence and disclosure. Accounting policies and procedures wereused, accounts have been kept in computerized manner, as the audit results indicated financial procedures and systems are up to the required standards, As well as the compliance with the agreement of Forum SYD in terms of Reference.

The Evaluation verified that all transactions and financial statements prepared on time with application of financial procedures, we found that all books of accounts were established, they have good cash management system with receipts and vouchers and supporting documents. The evaluation found that ASAL Prepared Bank Reconciliation Statement on timely basis and also asset registration system where in place. We verified that project costs are realistic and they have been used in an efficiency way such as travel costs, per diem, salaries, rents, media, publications, cost of printing materials, Authorization and approval of the costs and expenses are clear.

## Effectiveness

Findings of the evaluation reveal projects effectiveness in the three themes, promoting democracy, good governance and human rights.

*Democracy:* according to the implemented activities, the project has done considerable work in promoting democracy in Somaliland. The project engaged local community through awareness raising campaigns, sensitisation workshops and media engagement in the process of promoting democracy in Somaliland. Reports show high level of engagement by community in the last presidential election in 2017. As a result of the awareness raising and sensitisation the community became mind full in dealing with political parties. As referred by FGD participant “in the last election, people living in this community was too vigilant in not being fooled by political parties and their candidates. We came along together and discussed our main needs and priories. We then invited all the three parties, presented our need and asked them on what they can do to respond to this. after discussing them with this the community decided which party they will vote based on their outcome of out discussion.” The respondent continued by saying “we didn’t consider anything other than how our need and the party’s plans to respond our need are compatible”

*Good governance:*In relation to the good governance component, the program has engaged numerous service providers including local councils, police, ministry of justice, national human rights commission, the good governance commission among others. The project employed various approached to engage these different service providers including meetings, training workshops, coordination and collaboration with key events and campaigns. Findings demonstrate that the project supported the commemoration of a number of activities including world human rights day the 10th of December, international anti-corruption day 9th December, 8th March, international women’s day among other high profile commemoration ceremonies. Most of the respondents measured 3 on a scale of 0 to 3, where 0 was nothing is changed and 3 is much improvement for their knowledge and attitude towards enhancing democracy, good governance, and human rights.

*“*Totally the trainings which I attended changed my behaviour and attitude for example before the training I see the community as an enemy but now they are my friends. Yes what I learnt improved the service provision to public now understand their rights and my rights us police officer.” One respondent expressed his thought about the projects effectiveness. Another respondent voiced that the training has “made [him] social activist” while “change[ed] [his] way of thinking, and it adds value to [his] previous knowledge of human rights”.

At operational level, the project informed improvement in service delivery at institutional for a number of institutions. According to KII for one elected councillor, the project has transformed the work their council does for the community.

“Before we were thought on accountability and transparency through the trainings we participated in this town, the council was not transparent to its members, let alone the public. The executives made decisions and the rest of the council did not aware of it. Now after we thought on these important topics, everything is made transparent. We are aware of the budget, discus for approval and held the executives accountable. Similarly, the public know our decisions and they tell us their priorities.”

Another council executive member expressed that on the grounds that service delivery has improved, public trust has improved commensurately which is characterised by the increased rate of tax collection.

This elucidates that the project has reaped more benefits to the public and service providers, and to greater extend provided close relationship and proximity between the public and their representatives.

*Human rights:* regarding this theme, the project has contributed to a number of human rights including access to legal services, elimination of FGM and child marriage, girl’s access to education and employment opportunities among other. As revealed by the available reports and emerging findings from the interview data, the project activities carried out at community level and for public service providers has enabled to conduct voluntary human rights initiatives.

## Impact

In measuring the impact component of the study, findings of the study reveal that the project had a tangible impact on the lives and operations of the beneficiaries. Below are the main impact for this project

1. *Improved knowledge of people on democracy, good governance and human rights:* findings of the study demonstrate good level of understanding on democracy, good governance and human rights issues. This is confirmed in the reports and has been observed respondents high level of participation during FGDs. One respondent explaining the sessions she participated has highlighted that “participants took part the discussions, presentations, shared ideas and transferred knowledge to other participants during sessions. They also emphasised that people have the rights to access justice, involve decision making and influencing policy, promote their educational level and empower vulnerable people in their communities. In addition to this, FGD held in Hargeisa, participants highlighted how the project has improved their capacity in democracy, good governance and human rights. One participant pointed out “after understanding our rights and responsibilities as an ordinary citizen, the community organised themselves and raised money to construct a Tarmac Road that connects our village to the main city of Hargiesa. We then went to the local council had a discussion with them and they agreed to contribute. So the project had opened the eyes for us on how to lobby from government officials.”

In another FGD, one female participants affirmed that after participating the trainings, women in the village organised themselves and formed a women group that raise awareness against FGM and child marriage in their community while also visiting neighbouring village to spread the knowledge they gained from the trainings.

1. *Increased capacity of service providers:* according to the KIIs held with the representatives from service providers including MOJ, NHRC, GGC and the police have all underlined that the project has improved their capacity in terms of service delivery, decision making, accountability and transparency. Representatives from the police expressed that they have exchanged the information they received from the trainings with their fellow policemen and women when it comes to upholding the constitutional rights of people in the event they offend the law or require police services. In explaining this one police respondents voiced “according to the training, I was thought to keep up the privacy of the person as a constitutional right and that the person have the right not to share his privacy information with another people. I shared the training materials and information with my fellow policemen.” he also continued to express how his behaviour towards the person under his authority has changed since the training. “before, I believed that if the person overrides the law, he deserved to be humiliated or mistreated, however, I came to know every single right the person should have when they are under arrest including having food and water, allowing family and friends to visit, have good access to toilets etc.”

According to the KII respondent form NHRC, the effects of the project are attributable to his department where several people participated the trainings. The participant highlighted that as a result of the training information sharing among the staff, involvement in decision making and transparency have improved.

1. *Enhanced capacity of Community Based Organisations-CBOs:* the project have direct contribution to empowering and establishing CBOs. The project has contributed to the establishment of a research centre in San’aani village, which provided platform for village inhabitants to discuss their need and exchange information. This centre has served with great advantage for the community in this area where issues around democracy, good governance and human rights are promoted. On the other hand the project empowered youth groups in Hargeisa and Baligubadleh through supporting registration fees, furnishing offices and supporting them undertake sport tournaments to raise awareness against illegal migration and human trafficking.
2. *Improved collaboration with ASAL and key government service providers:* the project realised solid relationship between ASAL organisation and key service providers. Findings demonstrate rapport between ASAL organisation and these institutions in collaborating future interventions regarding their mandate.

In conclusion, to this component, the project results transcended the required results where project beneficiaries have showed greater commitment in enhancing democracy, good governance and human rights. They have also carried out voluntary activities in both good governance and human rights. The three issues of democracy, good governance and human rights became a discourse among the community in the targeted locations.

## Sustainability

There is a high chance for the project results to sustain with the consideration of several issues. As findings reveal, there is a high willingness from various beneficiaries at both community and service delivery level. As one respondent form Balligubadle local council affirms “We have learnt a lot from the trainings we had and we integrated the issues discussed within our system, so as long as it’s operational I believe the project results will last long”. Another participant from the NHRC specifically affirmed that “the directors for various departments are now starting to share the decision making with us and we know feel that our voices are heard” he proceeded by explaining how top management are now transparent to budget management by conferring “we get more involvement in budget management and at least we have some freedom to manage the allocated funds for our department. In addition to that service providers have adopted some of the main target results including democratization, transparency and accountability yet there is still a lot to be done to make it a norm within their systems.

At beneficiary level, participants affirmed that they voluntarily undertook some initiatives as a result of the project and as long as they keep maintaining that willingness the project results may continue. The empowered community groups will continue claiming their rights and influencing to their local authorities adopt the principles of human rights protection and freewill. Similarly, the documentary films and training manuals provided will remain a source of information for them to refer to pursue the advocacy of democracy and human rights.

## Partnership

ASAL youth development association as (LEO) has been with SSLCO in the last 8 years (2012-2019). Since the partnership with SSLCO, ASAL has been involved to improve socio-economic burdens of the communities in Somaliland, particularly, vulnerable groups such as women, youth, children, IDPs, Refugees and Ethnic minorities through various awareness raising and mobilization activities, basic education & vocational skills training, advocacy, human right protection, civic education, environmental health and emergency program.

Asal Youth development association have a number of international donors including UNHABITAT , SPARK , SMEF , HANDICAP INTERNATIONAL , UNHCR , NDRA , NEC , NORWEGIAN LUTHERAN FEDERATION NLF , LIFE INTERNATIONAL , AFRICAN ACTION HEALTH (AAH), AFRICAN CAPACITY ALLAINCE (ACA), THE GIRLS GENERATION (TGG) , SOFHA , GOOD GOVERANANCE AND ANTI CORRUPTION COMMISSION , SOMALILAND HUMAN RIGHT COMMISSION , MOJ , MOR . Agreement

Over the project period, ASAL organisation sustained its contractual agreement with SSLCO. In terms of financial management, ASAL managed project resources in a very efficient and effective way using their reliable financial system and that agreed upon with SSLCO. ASAL received project funds on a yearly basis upon successful receipt of project financial report. SSLCO uses ASAL’s official account in DARA-SALAM Bank to deposit instalments. All expenditures were made in compliance with agreed standards and by securing all necessary documentation.

ASAL prepared annual report against project targets and milestone and shared with SSLCO on a timely basis. The narrative report was prepared in a result-based way where the actual outcome and achievements was explained in detail.

## Capacity

ASAL organisation has both the technical capacity and human resource to successful manage governance programs. In the past ASAL organisation has managed to collaborate a number of high profile organisation in governance projects including ACTED, civil society democracy group, National Electoral Commission-NEC. ASAL maintained successful implementation of these projects and was awarded to their contribution to promoting peace, democracy, human rights and good governance.

ASAL organisation has competent staff in all program management including executive, finance, procurement and program management. ASAL’s organogram clearly delineates lines of authority. This is reflective on each employee’s contract and job description.

ASAL organisation has a number ofguiding documents including strategic plan, financial policies and procedures, accounting standards, procurements procedures, monitoring and evaluation tools. These guiding documents have been used for the project implementation.

**Capacity building**

despite the growth in capacity which is characterised by ASAL’s engagement with SSCO, yet its and area to emphasise for ASAL organisation. During project period, the internal capacity and organization’s experiences in the areas of project management, administrative and financial management, and leadership in transparent has been strengthened by acquired demonstrated skills in managing funds from the funding donors.

The project has contributed to an organizational growth and partnership development of ASAL’s (LEO) by established new links and good relationship with other UN agencies, local and international organizations working in the same sector and in the same geographical area, and our good works attracted them to make strategic linkages and maintains an attitude of collaboration or partnership with them. Moreover, the project facilitates strong contacts and working relationship of ASAL with government’s institutions including ministry of justice, ministry of social affairs, National Human Rights Commission, Good Governance and Anti-corruption commission for coordination and taking into account to government’s policies.

On the other hand, the project supported capacity building of the organization’s staff by providing different training in the areas of Project Cycle Management, Report writing and Accountant skills, Human Rights and Democracy issues. At the same time, the project has led a tangible change in ASAL’s (LEO) capacity to Work rights-based. This include development of the organization’s structures and strategies that considers equity and equality by following the principle of equal employment and gender participation in the organization’s decision. Over the time, there are two female members in the organization’s BoD while there are seven more as program staff as well.

Through the project, there is transparency and accountability among the staff and senior management teams i.e. BoD where they held frequent meetings to update our the organization’s progress towards the accomplishment of it’s strategy.

# Conclusion

Having that through analysis on the different angles of the project, the evaluation concluded that the project was successful and had meaningful contribution to the lives and operations of the target beneficiaries. First the project had great relevancy with partner organisation’s mandates, country priorities and stakeholders need. Moreover, the proposed theory of change for the project fitted well with the context and level of stakeholders. Project resource was managed in a balanced way and with the agreed standards. The project had the desirable impact with increased knowledge and attitudinal change for the beneficiaries in the issues of democracy, good governance and human rights, improved capacity of service providers, Enhanced capacity of Community Based Organisations-CBOs and improved collaboration between ASAL organisation and public service providers.

ASAL organisation has managed the contractual agreement with SSLCO in a consistent manner where the project resources has managed efficiently and effectively. Timely reporting was also realised over the project period. On the other hand, ASAL’s capacity in both technical and human resource has proved important for the successful implementation of the project. ASAL organisation has several internal policies and guiding documents that inform the operational procedure of the organisation. In addition to this, skilled and competent staff of the organisation also enabled the project’s successful implementation. Lastly, ASAL organisation partnership with international NGOs and key line ministries will remain pivotal to any future engagement with ASAL organisation.

# Recommendations

Despite having encouraging results both for the program and for the organisation, these has been emerging salient point to note to make future similar projects more successful and prepare ASAL for future engagement. Below are key areas for recommendation.

1. *Sustaining project results:* despite have outstanding project results, findings demonstrate that there is still much work to do to sustain what has been realised in democracy, good governance and human rights. Most people iterated that the time was too short to have the full understanding of the concepts.
2. *Modifying project interventions:*taking the advantage of the voluntary activities carried out by the beneficiaries, it is worthwhile to consider creating community level structures in promoting democracy, good governance and human rights.
3. *Fostering collaboration with public services providers:*in light of the failed attempt to agree on a modus operandi with the Good Governance Commission, it will serve with great opportunity to engage with public service providers i.e. NHRC and MoJ to collaborate some of the activities including legal aid provision.
4. *Capacity building:* various areas of capacity building to consider include,
	* + - *Exposure visit:* despite the project staff’s skills and knowledge for carrying out governance project, yet, it’s worthwhile to provide them an opportunity to oversee how governance project are successfully implemented in other context to learn from different approaches and methodologies and more importantly lessons learn for key project interventions i.e. democratisation, good governance and human rights.
* *Revision of manuals and policy documents:* ASAL organisation has various manuals and policy document with limited support from partners. Some of these documents are outdated while others need further refinement and improvement.
* *Training:* ASAL staff need to have trainings on specific areas including proposal development, monitoring, evaluation, reporting etc. and refresher training on their respective works.
* *Placement with technical people:* in order to ensure full organisation capacity, ASAL requires to secure placement for expertise in the field of human rights, fundraising and financial management.

# Annex 1: Key Informant Interview Guide

## Impact Evaluation – KII Tool

|  |  |
| --- | --- |
| Facilitator Name: |  |
| Interview Date: |  |
| Interview Start Time: |  |
| Interview End Time: |  |
| Location: |  |
| Organisation |  |
| Interviewee gender  | Male |  | Female |  |

**\*\*\* Key Informant Interview-KII should not be longer than 60 minutes.**

**Instruction:** After greetings, introduce yourself, state the objective of the interview. Then, proceed with the questions. For all the questions, write answers in a separate document. In order to collect reliable data, please be patient with the respondents. At the end of the Interview, please do not forget to THANK the respondent (s) for their time.

**Introduction:**

Hello, my name is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Name of Interviewer)

I am here on behalf of Asal Organisation and Save Somaliland Children who are jointly conducting an impact evaluation for the Strengthening and Good Governance Project (2016-2018) that has taken place in your community. We believe that you were among the stakeholders and have been involved in any stage of the project. The questions will entail your role, experience; observation and thoughts about the project and whatever you tell us will be confidential and will only be used for the evaluation purpose. Do you wish to participate? (Circle response below)

Oral permission given: 1. Yes 2. No → Terminate INTERVIEW

**Participation**

1. Tell us about what you know the Strengthening and Good Governance Project (2016-2018) that ASAL organisation has been implementing Somaliland since 2016.
2. How did you involve in the project? (Hint: ask if they have been engaged in different stages i.e. programing, planning implementation, monitoring etc.)
3. Please tell us more about the specific activities you participated as part of the Strengthening and Good Governance Project. (probe any training, workshop, meeting the person participated

**Relevance**

1. Please tell us the services your institution provides to the public and how the services or products for this project are aligned to your institution’s objectives, needs and priorities?
2. How has the approaches, services and products i.e. trainings and IEC materials used for this project was relevant to your level of understanding and knowledge on enhancing democracy, good governance, and human rights and that of the wider community?

**Efficiency**

1. From a 0-3 rank where 0 is nothing is changed and 3 being much improved would you rate how your knowledge and attitude towards enhancing democracy, good governance, and human rights have improved?

0 1 2 3

No Change Slightly improved Improved Much improved

(Probe for the reason of selecting any of these)

1. Reflecting on the time or duration you had the trainings, meetings or workshops do you think they were enough to grasp what you needed to know about enhancing democracy, good governance, and human rights?
2. How often do you use what you have been taught, told or discussed during the project time to realise attaining improved service delivery to the public?
3. How does the increased knowledge and change in behaviour at personal level have contributed to the service you do for the public?
4. What challenges have you encountered in the process?

**Impact**

1. What are the tangible changes you have experienced as a result of the services and products you have received from this project? (Hint: probe for negative and positive change and practical examples)
2. How this have changed your organisation’s work? (probe for change in knowledge, attitude and behaviour towards democratisation and human rights. Any change at community level i.e. increase in interaction among them, courage to look out for services from concerned government authorities or voluntary contribution to awareness raising, promotion of women, girls and human rights etc)

**Sustainability**

1. Do you think that the results gained from this project can be sustained?
2. What is your role to make these results more sustainable? (Probe for if there is an immediate plan to continue voluntarily in promoting democracy and human rights)
3. What support do you think is necessary for you to sustain these results? Whom do you think would be important to collaborate in order to make these results long lasting

That is the end of my questions and I thank you for making the time for this discussion. Now I will give you the chance to ask me questions relating to this session. If there is no question then the

# Annex2: Focus Group Discussion Guide

|  |  |
| --- | --- |
| Facilitator Name: |  |
| FGD Date: |  |
| FGD Start Time: |  |
| FGD End Time: |  |
| Location: |  |
| Gender Breakdown of Group | Total # of people: [ ]; # of men [ ], # of women [ ]; # of boys [ ]; # of girls [ ] |

**\*\*\* Focus Group Discussions should not be longer than 90 minutes.**

**Instruction:** After greetings, introduce yourself, state the objective of the survey. Then, proceed with the questions. For all the questions write answers in a separate document. In order to collect reliable data, please be patient with the respondents. At the end of the interview, please do not forget to THANK the respondent (s) for their time.

**Introduction:**

Hello, my name is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Name of interviewer)

I am here on behalf of Asal Organisation and Save Somaliland Children who are jointly conducting an impact evaluation for the Strengthening and Good Governance Project (2016-2018) that has taken place in your community. We believe that you were among the stakeholders and have been involved in any stage of the project. The questions will entail your role, experience; observation and thoughts about the project and whatever you tell us will be confidential and will only be used for the evaluation purpose. Do you wish to participate? (Circle response below)

Oral permission given: 1. Yes 2. No → Terminate FGD

**Participation**

1. What do you know about the Strengthening and Good Governance Project (2016-2018) that has been taking place in your community since 2016?
2. How did you involved in the project? (Hint: ask if they have been engaged in different stages i.e. programing, planning implementation, monitoring etc.)
3. What was the activities that have taken place in your community and you or any other member in this community participated?

**Relevance**

1. What community needs did the project addressed?
2. How has the approaches, services and products i.e. trainings and IEC materials used for this project was relevant to your level of understanding and knowledge on enhancing democracy, goodgovernance, and human rights and that of the wider community?

**Efficiency**

1. Do you think that the services or products you have received under this project are adequate to help you stand for attaining human rights?
2. How often do you use what you have been taught, told or discussed during the project time to realise attaining your basic rights?
3. What challenges have you encountered in the process?

**Impact**

1. What are the tangible changes you have experienced as a result of the services and products you have received from this project? (Hint: probe for negative and positive change and practical examples)
2. How this has changed your lives? (Probe for change in knowledge, attitude and behaviour towards democratisation and human rights. Any change at community level i.e. increase in interaction among them, courage to look out for services from concerned government authorities or voluntary contribution to awareness raising, promotion of women, girls and human rights etc)

**Sustainability**

1. Do you think that the results gained from this project can be sustained?
2. What is your role to make these results more sustainable? (Probe for if there is an immediate plan to continue voluntarily in promoting democracy and human rights)
3. What support do you think is necessary for you to sustain these results? Whom do you think would be important to collaborate in order to make these results long lasting?

That is the end of my questions and I thank you for making the time for this discussion. Now I will give you the chance to ask me questions relating to this session. If there is no question then the session is closed. Thank you!

# Annex 3: Evaluation Time line

|  |
| --- |
| **EVALUATION TIMELINE**  |
| SN | **ACTIVITIES**  |  | **Jan21 - Feb.10.2019** |
|  |   | **D5** | **D2** | **D1** | **D7** | **D1** | **D5** |  |  |  |
|  | **PHASE I. Preparatory**  |  |  |  |  |  |  |  |  |  |
| 1 | Review of existing documents and information synthesis  |  |  |  |  |  |  |  |  |  |
| 2 | Development of evaluation tools for data collection Develop and submit Inception Report  |  |  |  |  |  |  |  |  |  |
|  | **PHASE II: Fieldwork**  |  |  |  |  |  |  |  |  |  |
| 3 | Identification, Training of enumerators and pretesting of tools  |  |  |  |  |  |  |  |  |  |
| 4 | Field data collection (Survey, KIIs, FGDs and Observation)  |  |  |  |  |  |  |  |  |  |
| 5 | Debriefing with Project and M&E staff  |  |  |  |  |  |  |  |  |  |
|  | **PHASE III: Documentation/Reporting**  |  |  |  |  |  |  |  |  |  |
| 6 | Data processing, synthesis and analysis  |  |  |  |  |  |  |  |  |  |
| 7 | Report Writing and Submission of draft Report to Forum SYD |  |  |  |  |  |  |  |  |  |

# Annex 4: Documents reviewed

* Project Proposal
* Goal and risk matrix
* Project Budget
* Terms of Reference for activities
* Answers to the application questions
* Annual and final reports
* Forum Syd’s decision memos for applications and reports
* Important communication between Forum Syd, SSLCO, and ASAL Youth
* The agreement document between Forum Syd and SSLCO
* The agreement document between SSLCO and ASAL Youth
* Audit reports
* Monitoring and evaluation documentation from the ASAL Youth and other relevant documents

# Annex 5 list of respondents groups

1. 2 members from Ministry of Justice
2. 2 members from Good Governance Commission
3. 2 members from National Human rights Commission
4. 1 interview with Baligubadle mayor
5. 2 police officers
6. 2 members of community committees
7. 2 Focus group discussion with local community beneficiaries (13 participants each)
8. 1 one focus group discussion with local councillors of Baligubadle village
1. Lewis I. (1963) “Pan-Africanism and Pan-Somalism”. *The Journal of Modern African Studies* [↑](#footnote-ref-1)
2. Somaliland National Development Plan-NDP II (2017-2022) [↑](#footnote-ref-2)