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The Network for  
Religious and  
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## THE SUPPORT OF THE NATIONAL RECONCILIATION AND LOCAL GOVERNANCE IN SOMALIA (MIDEEYE) PROJECT

### Final Evaluation Report



February 2025

## ACKNOWLEDGEMENTS

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## PROJECT SUMMARY

<b>Title</b>	Final Evaluation Report of the Support of the National Reconciliation and Local Governance in Somalia (MIDEEYE) Project.
<b>Date of Report</b>	14 <sup>th</sup> February 2025.
<b>Type of Report</b>	Final Evaluation Report.
<b>Name of the Project</b>	Support of the National Reconciliation and Local Governance in Somalia (MIDEEYE).
<b>Project Start and End Dates</b>	1 <sup>st</sup> April 2021 - 31 <sup>st</sup> December 2024.
<b>Project Duration</b>	45 months.
<b>Project Locations<sup>1</sup></b>	<ul style="list-style-type: none"> <li>• Banadir Regional Administration (BRA) / Mogadishu.</li> <li>• Southwest State (SWS): Baidoa, Barawe and Hudur.</li> <li>• Hirshabelle State: Mahaday, Adale, Mahas, Jowhar, Warsheikh.</li> <li>• Galmudug State: Dhusamareb, Abudwak, Balanbale, Guriel, Hiraale.</li> </ul>
<b>Thematic Areas</b>	Social Cohesion and Reconciliation.
<b>Donor</b>	Ministry for Foreign Affairs of Finland (MFA).
<b>Program Budget</b>	€ 4,500,000.00
<b>Overall Objective</b>	MIDEEYE project aimed to promote national reconciliation and strengthen inclusive governance and administration in Somalia, contributing to renewed social contract which is built on trust in the state, social cohesion, and a shared vision of a common future among Somali people. This objective was to be achieved through (i) increased national capacity to effectively implement and operationalize National Reconciliation Framework (NRF) in the Federal Government and selected Federal Member States (FMS) to build legitimacy and trust in government institutions, and (ii) strengthened inclusive governance and administration for effective basic service delivery in selected FMS, in accordance with NRF and Wadajir National Framework for Local Governance.

<sup>1</sup>The planned activities in Abudwak, Balanbale, Guricel and Hiraale were not implemented.

## LIST OF ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
AMISOM	African Union Mission in Somalia
BRA	Benadir Regional Administration
CI	Confidence Interval
CRA	Complaint Response Action
ETE	End Term Evaluation
FCA	Finn Church Aid
FCA SOCO	Finn Church Aid Somalia
FGD	Focus Groups Discussion
FGS	Federal Government of Somalia
FMS	Federal Member States
GDP	Gross Domestic Product
GESI	Gender Equality and Social Inclusion
HIPC	Heavily Indebted Poor Country
ICU	Islamic Courts Union
IDA	International Development Association
IDP	Internally Displaced Person
IGAD	Intergovernmental Authority on Development
IMF	International Monetary Fund
IPTT	Indicator Performance Tracking Table
JPLG	Joint UN Programme on Local Governance
KII	Key Informant Interview
MFA	Ministry for Foreign Affairs of Finland
MolFAR	Ministry of Interior, Federal Affairs
MTR	Mid Term Review
NRF	National Reconciliation Framework
NRTP	Network of Religious and Traditional Peacemakers
NSS	National Stabilization Strategy
RBA	Right Based Approach
R2P	Right to Peace
SGEM	Somali Gender Equality Movement
SPSS	Statistical Package for the Social Sciences
ToR	Terms of Reference
TRC	Truth and Reconciliation Commission
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WebR	Well-Being and Resilience Framework

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## EXECUTIVE SUMMARY

### Background

- The MIDEYE ('unifier') project, a 45-month initiative (April 2021–December 2024) led by Finn Church Aid (FCA) and the Network for Religious and Traditional Peacemakers (NRTP), was funded with €4.5 million by Finland's Ministry for Foreign Affairs. The project aimed to strengthen Somalia's peacebuilding and state-building efforts by promoting national reconciliation and inclusive governance.
- Building on recommendations from previous FCA/NRTP programming in Somalia, MIDEYE focused on two main outcomes: (1) enhancing national capacity for implementing the National Reconciliation Framework (NRF) to build public trust in government institutions, and (2) improving inclusive governance and service delivery in selected Federal Member States (FMS) to ensure more effective administration and services in line with the NRF and Wadajir Framework.
- The final evaluation aimed to assess the project's relevance, effectiveness, efficiency, impact, and sustainability as well as inclusion of gender equality and social inclusion considerations and identification of best practices and challenges.

### Evaluation Methodology

- The evaluation was undertaken in the month of January 2025 through a mixed methods approach<sup>2</sup> entailing: a desk review of existing grey and white literature, national, state, district and program documents; a household survey with 300 respondents; 30 semi structured interviews with district council heads and Ministry staff; 14 Focus Group Discussions (FGDs) with community members and district council members 4 Key Informant Interviews (KIIs); and 3 case studies.
- To analyse the data generated, the team: transcribed and analysed all qualitative data using flow chart matrices and NVivo (version 12) to establish convergence and divergence of themes. A deductive qualitative data analysis approach was used to deconstruct, interpret, and reconstruct the responses; and exported all quantitative data from tablets to MS. Excel sheets and then conducted descriptive and inferential analysis of the data sets using the Statistical Package for the Social Sciences (SPSS) version 26.0.
- The rating of key OECD/DAC evaluation themes was guided by the Research Council of Finland rating scale (1=Insufficient, 2= Poor, 3= Fair, 4 =Good, 5=Excellent and 6=Outstanding).<sup>3</sup>

### Evaluation Findings

#### **Program Relevance [Evaluation Score= Outstanding (6/6)]**

- **Alignment with National Priorities:** Focused on reconciliation, inclusive governance, and social cohesion, strengthening federal and state institutions to implement NRF and Wadajir National Framework.
- **Conflict Drivers Addressed:** Tackled historical grievances, resource competition, and political manipulation through dialogue and inclusion. Somali-led approaches ensured sustainability despite regional capacity gaps.
- **Support for Governance and Reconciliation:** Aligned with Somalia's National Development Plan (NDP-9), Wadajir Framework, and NRF, supporting federalization, constitutional ratification, and decentralized governance.
- **Marginalized Group Inclusion:** Prioritized women's participation in peacebuilding via culturally adapted training. Religious leaders recommended broader needs assessments due to initial structural barriers.

<sup>2</sup>Schoonenboom J & Johnson RB. 2017. How to Construct a Mixed Methods Research Design. *Kolner Zeitschrift für Soziologie und Sozialpsychologie*, 69(Suppl 2), 107–131. <https://doi.org/10.1007/s11577-017-0454-1>.

<sup>3</sup>Research Council of Finland.2024.Rating scale.<<https://www.aka.fi/en/research-funding/peer-review-and-funding-decision/how-applications-are-reviewed/rating-scale/>> .

- Adaptability and Strategic Adjustments: Adjusted to political/security shifts, expanded to Galmudug, formed district councils, and engaged with senior government officials to align with evolving priorities.
- International Alignment: Supported Finland's Country Strategy (2021–2024) and FCA's rights-based approach, promoting state stability, human rights, gender equality, and reconciliation. The program also linked reconciliation programs with governance structures, using district peace committees and blending traditional and modern approaches to conflict resolution in line with FCAs programming approach.
- Civil Society Engagement: Trained journalists for responsible reporting, promoted Gender Equality and Social Inclusion (GESI), and strengthened governance. However, PWDs faced late-stage inclusion, and deeper community engagement was needed.
- Challenges and Constraints: Despite governance improvements, impact was limited by high illiteracy, vast geography, political resistance, insecurity, and displacement.

#### **Program Effectiveness [Evaluation Score= Excellent (5/6)]**

- Most program activities were successfully implemented, a commendable achievement given the sites contexts. Challenges included limited time for establishing a True Justice Committee, political changes post-elections, resistance to rapid impact assessment in Burhakaba, insecurity (including vendor intimidation by terror groups), bureaucratic hurdles, and political resistance to forming a district council in Mahas and Hirshabelle state. Success factors included government support, adaptability, stakeholder collaboration, and staff commitment.

#### **Outcome 1: Increased National Capacity to Effectively Implement and Operationalize National Reconciliation Framework in Federal Government and Selected FMS to Build Legitimacy and Trust in Government Institutions**

- The project's success in strengthening institutional capacity was assessed through various interventions. The key contributions to operationalizing the NRF include:
  - **Role of Seconded Advisors in Ministries-** The seconded advisors played a crucial role in enhancing institutional capacity within key ministries. Their contributions included: providing technical assistance and policy guidance; supporting institutional reforms and capacity-building initiatives; and enhancing coordination between ministries and local governance structures. Under program outcome one, which aimed to build legitimacy and trust in government institutions: 98.3% of community members reported a positive perception of the effectiveness and performance of the Ministry of Interior, Federal Affairs, and Reconciliation (MoIFAR) and the Ministry of Interior (MoI) in promoting reconciliation (district-wise breakdown: 98.9% in Burhakaba, 97.8% in Warsheikh and 98.1% in Mahaday; and demographic breakdown: 98.1% females, 98.5% males, 99.3% youths and 97.1% adults). MoIFAR earned community trust through proactive reconciliation efforts, engagement with local councils, and an inclusive regional development plan. Ministries strengthened trust by collaborating with district councils and implementing reconciliatory measures, such as: resolving a four-month inter-clan conflict in Warsheikh; establishing district councils and supporting the transition of Burhakaba district council; and the establishment of the Warsheikh district council just three months before the evaluation contributed to a high satisfaction rate.
  - **Capacity Development in Ministries Receiving Direct Support-**For ministries that received direct support, the following aspects were evaluated: capacity assessments-evaluations conducted to identify strengths and gaps; capacity development strategies-implementation of targeted training and institutional strengthening measures; capacity building elements-support provided for leadership development, governance frameworks, and operational effectiveness; and impact on institutional capacity- enhanced ability of ministries to effectively implement and oversee NRF-related activities. Organizational Capacity Assessment (August 2024): staff skills in reconciliation process-75.0% of staff

demonstrated very high skills while 25.0% had high skills; identified weaknesses and capacity gaps- despite strong knowledge and clear program direction, ministries require capacity-building in: integrating NRF into government plans; conflict and resource management; and coordination and monitoring; and leadership and governance. Additionally, Ministries face challenges related to funding shortages and a lack of clear structural frameworks for NRF implementation. Gaps and Areas for Improvement: Traditional and Religious Leaders-Limited knowledge of NRF components and Need for culturally tailored training; Women's Groups-Require comprehensive training on NRF strategies and gender equality; Youth Leaders-they face cultural and political barriers to participation and lack resources for sustainable engagement; Minority Communities-Successfully integrated into program activities but require additional support for continuity; District Councils (Mahaday, Burhakaba, Warsheikh)-Their struggles include: poor revenue management, inadequate service delivery, inadequately trained personnel, weak collaboration and insufficient infrastructure; District Peace Committees-They face the following challenges-poor record-keeping, weak linkages with government structures, limited technical capacity in mediation and trauma counseling, lack of enforcement power, making government support critical and absence of standardized dispute resolution guidelines due to varying literacy levels among leaders.

- **Support for Policy Frameworks**-The project supported the Federal Government of Somalia (FGS) in developing key policy frameworks, including: NRF Policy Framework-Establishing guidelines for reconciliation and governance; Wadajir Framework-Providing a structure for inclusive local governance and national reconciliation; and Operationalization of these two Frameworks- Facilitating reconciliation processes and ensuring capacity-building activities support NRF delivery at all levels (national, district, and community).

**Outcome 2: Strengthened Inclusive Governance and Administration for Effective Basic Service Delivery in Selected FMS, in Accordance with the NRF and the Wadajir National Framework for Local Governance**

- The MIDEEYE program successfully enhanced community engagement and governance structures across Burhakaba, Mahaday, and Warsheikh districts:
  - Community Awareness & Participation: 91.7% of community members were aware of district councils and their roles, with engagement rates varying by gender and disability. 65.7% of the population participated in council formation, demonstrating active involvement in local governance.
  - Reconciliation & Social Cohesion: 65% of residents participated in reconciliation dialogues led by government institutions, though participation was lower in Mahaday (50%) due to late program implementation. Additionally, 70% received awareness campaigns, with the highest reach in Burhakaba and Warsheikh but significantly lower in Mahaday (45%).
  - Integration & SQUIP Validation Workshops: Participation in SQUIP validation in Burhakaba had the participation of 81.3% of the program beneficiaries, but informants noted that integration activities, such as cultural exchanges and sports, lacked continuity post-council formation.
  - Public Confidence in Governance: 60.1% of respondents believed in the sustainability of transparent and inclusive governance, with higher confidence in Burhakaba and Warsheikh than in Mahaday. The program's approach to engaging diverse demographics in reconciliation dialogues contributed to this trust.
  - District Council Formation & Representation: Three district councils were established under the Wadajir Framework (2023–2024). Female representation varied, with high levels in Burhakaba (43%) and Warsheikh (28.5%) but significantly lower in Mahaday (14.3%), falling short of the 30% women's quota supported by the Federal Government.

- Effectiveness & Trust in District Councils: Over 90% of the community viewed councils as effective in reconciliation efforts, trusted their leadership, and saw them as key players in Somali reconciliation. Councils actively engaged in health education and service provision, yet concerns over IDP representation and clan-based power distribution remained.
- Capacity & Operational Challenges: Council members sought further training in administration, policy, and finance, while operational issues such as lack of office space, inadequate resources, and unpaid salaries hindered functionality.

#### **Program Efficiency [Evaluation Score= Good (4/6)]**

- The MIDEYE project demonstrated strong efficiency, with excellent cost and resource utilization supported by well-structured financial management that prioritized reconciliation, governance strengthening, and community engagement. Transparent procurement and competitive bidding minimized costs while maintaining quality, and the project leveraged local partnerships and cost-effective strategies like volunteer engagement to maximize impact. However, challenges arose, including higher-than-expected costs for establishing the Burhakaba district council due to transportation and mobilization issues. By December 31st, 2024, 78.9% of the budget (3.55 million Euros of 4.5 million) had been spent, but political transitions, the COVID-19 pandemic, and security challenges caused delays in procurement, implementation, and district council formations. Despite initial setbacks due to elections, security concerns, and virtual management inefficiencies, time efficiency was rated as good, with activities aligning well with stakeholder needs. Adaptive management strategies, technical advisory secondments, and partnerships with local organizations ensured continuity, government engagement, and long-term sustainability.

#### **Program Impact [Evaluation Score =Excellent (5/6)]**

- The MIDEYE program has significantly advanced reconciliation, governance, and social cohesion, though ongoing efforts are needed to address institutional challenges and ensure long-term resilience. Rated "Excellent" (5/6), the program achieved notable successes, including increased inclusion and participation, with women, youth, and marginalized groups taking leadership roles and contributing to stronger governance. Inclusive district councils with diverse clan representation and one-third female members fostered trust and transparency. Structured peace dialogues reduced violence, while government-supported reconciliation efforts strengthened social cohesion. Institutional capacity improved through seconded advisors, enhancing efficiency and coordination, though financial dependence on external aid remains a concern. Despite progress, challenges persist, including weak institutional capacity, service delivery gaps, and lingering distrust. Unintended consequences, such as economic disruptions during elections and emotional distress from reconciliation efforts, highlight the need for trauma-informed support.

#### **Program Coordination [Evaluation Score = Excellent (5/6)]**

- The MIDEYE project demonstrated strong coordination with government agencies, local organizations, and key stakeholders, ensuring inclusive participation through regular meetings and joint planning aligned with national frameworks like the Wadajir Framework and NRF. Elders and religious leaders played key roles in mobilization, while FCA and NRTP effectively collaborated—FCA providing technical and financial oversight, and NRTP leveraging its community network for implementation—leading to improved decision-making and project execution. NRTP contributed its expertise in peacebuilding, mediation, and reconciliation at national, regional, state, and district levels. This joint implementation enhanced the project's capacity to address grievances and strengthen inclusive governance by uniting people from all segments of Somali society to build a new social contract and a shared vision for a common future, thereby contributing to a more stable and peaceful Somalia. Despite occasional

coordination challenges, regular reviews helped resolve issues. The project also linked with stabilization actors in Hirshabelle but lacked broader synergies with other programs, donors, and implementing organizations, limiting its wider impact. Insufficient participation in cluster meetings and inadequate planning for district councils' working spaces raised concerns about sustainability. However, the program significantly strengthened national and local governance, supported government-led reconciliation, and improved coordination, with seconded advisors enhancing governance structures and service delivery.

#### **Program Sustainability [Rating =Good (4/6)]**

- The MIDEYE Project has established a solid foundation for sustainability through governance structures, reconciliation efforts, and community engagement, embedding peacebuilding within local governance via district peace committees and inclusive local councils. These efforts have enhanced local institutions' governance experience, fostered community participation—especially among youth and women—and ensured leadership continuity. However, challenges persist, including the need for capacity-building in conflict management, resource allocation, and governance for key institutions. Issues such as weak revenue collection, service delivery gaps, and insufficient technical training for peace committees hinder progress, while political interference, historical grievances, and resource disputes threaten stability. To sustain progress, stakeholders emphasize increasing citizen participation, improving transparency and service delivery, strengthening institutional capacity, fostering collaboration, and addressing unresolved conflicts for long-term peace and governance effectiveness.

#### **Cutting Evaluation Themes-Human Rights, Minority, Disability and Gender Mainstreaming [Evaluation Score = Excellent (5/6)]**

- The MIDEYE project excelled in accountability, inclusion, and human rights, earning a high evaluation score (5/6). A strong feedback system—hotline numbers, CRA boxes, data tracking, and community consultations—ensured beneficiary voices were heard, while independent monitoring and safeguarding policies enhanced transparency and protection, especially for vulnerable groups. Citizen participation was key, with elders, women, youth, and marginalized groups actively involved in decision-making, planning, and implementation. Efforts were made to ensure accessibility for people with disabilities (PWDs) and promote gender equity, with women taking leadership roles in district peace committees. Minority groups and clans were also included in governance for fair resource distribution. However, PWDs felt they were considered late in the program design.

#### **Summary of the Best Practices from the Program Implementation**

- Best practices in the program implementation include adaptive programming, inclusive decision-making, community ownership and engagement, multi-stakeholder collaboration, capacity building for sustainability, institutional integration of peacebuilding, accountability and transparency, blending traditional and modern reconciliation, cultural & inter-clan dialogues, media engagement for awareness, civic education, decentralized governance, and support for a truth and reconciliation commission.

#### **Summary of the Lessons Learnt in the Program Implementation**

- Lessons learnt from the program implementation include rebuilding trust takes time, adaptability is key, inclusive dialogue strengthens social cohesion, addressing root causes of conflict, local context matters, strengthening governance institutions, sustained dialogue as a reconciliation tool, empowering local governments, continuous monitoring and evaluation, balancing justice and reconciliation, and equitable resource and power distribution.

## **Summary of the Recommendations**

- The following recommendations are provided to improve future similar programs: factor in extended project durations for sustainable impact, strengthen inclusive governance structures, mainstream disability inclusion, enhance institutional capacity for reconciliation, empower community-led development, integrate peacebuilding in education, provide psychosocial and mental health support, strengthen traditional dispute resolution mechanisms, promote economic cooperation, leverage media for reconciliation, facilitate additional learning exchanges in post war countries, strengthen democratic processes, promote more cultural and sports events for social cohesion, and facilitate additional inclusive dialogue and mediation.

## **SECTION ONE: INTRODUCTION**

### **1.1-Introduction**

This is a final evaluation report for the ‘Support of the National Reconciliation and Local Governance in Somalia (MIDEYEE) project’ conducted in the month of January 2025 by the HSED Group Africa<sup>4</sup>, a Horn of Africa Research Advisory Firm. The MIDEYEE Project, meaning "unifier" in Somali, was a collaborative initiative led by Finn Church Aid (FCA) and the Network for Religious and Traditional Peacemakers (NRTP), funded by the Ministry of Foreign Affairs of Finland. Launched in 2021, the four-year project aimed to promote national reconciliation and strengthen inclusive governance in Somalia by addressing grievances and enhancing the efficiency and inclusivity of governance at multiple levels. The project's approach is informed by the National Reconciliation Framework (NRF), a strategy document approved by the Federal Government of Somalia in 2019. The NRF emphasizes repairing social relationships and rebuilding trust between conflicting communities.

MIDEYEE focused on two main outcomes namely (I) Increasing the capacity of the Federal Government and selected Federal Member States (FMS) to implement the NRF, thereby strengthening the legitimacy and trust in government institutions, and (II) Improving inclusive governance and administration in selected FMS to achieve more effective service delivery, in line with the NRF and the Wadajir National Framework for local governance. Key activities under the MIDEYEE Project included: (I)-Capacity Building; Training government officials, civil society members, and community leaders in conflict resolution, peacebuilding, and inclusive governance; (II)-Healing-Centered Peacebuilding; Implementing healing-focused approaches to peacebuilding, such as the Well-Being and Resilience (WebR) Framework, to help individuals and organizations in violence-prone environments understand and address the impacts of stress and trauma; (III)-Learning Exchanges; Facilitating visits for Somali government officials to countries like Finland to learn about best practices in rule of law, good governance, reconciliation, and service delivery; and (IV)-Inclusive Local Governance; Promoting the inclusion of women, youth, and marginalized groups in local governance structures to enhance social cohesion and equitable political participation. Through these efforts, the MIDEYEE Project sought to contribute to a renewed social contract in Somalia, built on trust in the state, social cohesion, and a shared vision of a common future among the Somali people.

### **1.2-Background**

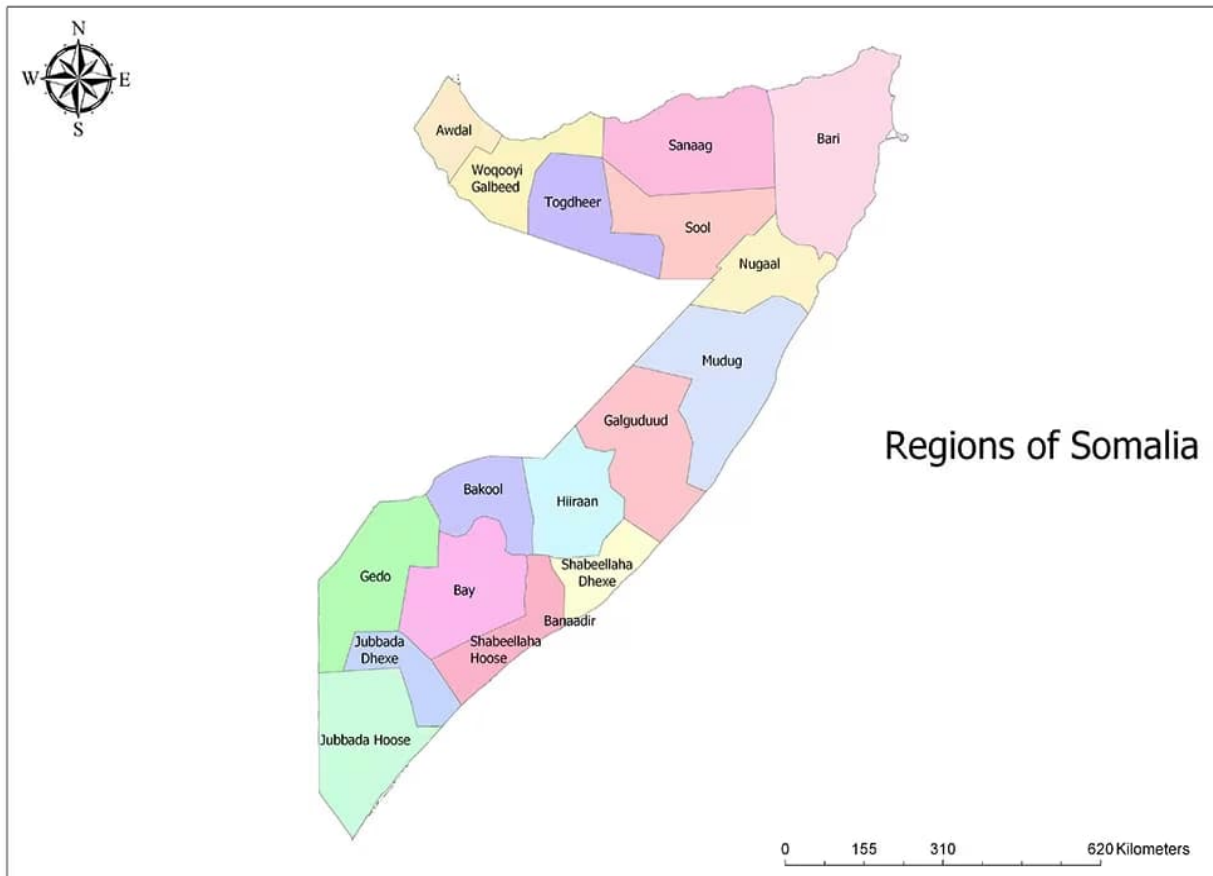
The Federal Republic of Somalia is located on the easternmost tip of the Horn of Africa and is bordered by the Indian Ocean to the east, Djibouti to the northwest, Ethiopia to the west, and Kenya to the southwest.<sup>5</sup> It also has the longest coastline in mainland Africa, stretching for about

<sup>4</sup>The HSED Group Africa.2025.About Us.<<https://www.hsed.co.ke/>>.

<sup>5</sup>Central Intelligence Agency (CIA), World Factbook.2021.Somalia (Geography), last updated: 24 November 2020.< <https://www.cia.gov/the-world-factbook/countries/somalia/>>

3,333 kilometres.<sup>6&7</sup> Its strategic location near the Bab-el-Mandeb Strait, which connects the Red Sea to the Gulf of Aden, has historically made Somalia a key player in regional maritime trade.<sup>8</sup> Administratively, Somalia has 18 regions namely Awdal, Bakool, Banaadir, Bari, Bay, Galguduud, Gedo, Hiraan, Jubbada Dhexe, Jubbada Hoose, Mudug, Nugaal, Sanaag, Shabeellaha Dhexe, Shabeellaha Hoose, Sool, Togdheer, and Woqooyi Galbeed.<sup>9</sup>

Figure 1: Map of Somalia<sup>10</sup>



After the fall of Siad Barre in 1991, Somalia descended into civil war. The country fractured into clan-based factions, with regional and local warlords vying for control. Despite the establishment of a Transitional Federal Government in 2004, the country remained largely ungoverned, with territories controlled by the militant group al-Shabaab.<sup>11</sup> In recent years, Somalia has made strides toward stabilization. In 2012, a provisional constitution was adopted, and the Federal Government of Somalia was formed. It has since worked with international partners, including the United Nations and the African Union, to rebuild national institutions and strengthen governance.

<sup>6</sup>European Asylum Support Office (EASO).2014. EASO Country of Origin Information report: South and Central Somalia Country overview.<<https://www.easo.europa.eu/sites/default/files/public/COI-Report-Somalia.pdf>>  
<sup>7</sup>The Federal Republic of Somalia.2020.National Development Plan 2.<<https://mop.gov.so/wp-content/uploads/2019/12/NDP-9-2020-2024.pdf>>  
<sup>8</sup>Abdi, A. A. 2017. The Political Economy of Conflict in Somalia. Oxford University Press.  
<sup>9</sup>Bureau of African Affairs.2008. Background Note: Somalia.<[https://2001-2009.state.gov/r/pa/ei/bgn/2863.htm#:~:text=Administrative%20subdivisions%3A%2018%20regions%20\(plural,government%20budget%3A%20N%2FA.>](https://2001-2009.state.gov/r/pa/ei/bgn/2863.htm#:~:text=Administrative%20subdivisions%3A%2018%20regions%20(plural,government%20budget%3A%20N%2FA.>)>  
<sup>10</sup>Mappr.2025. Where is Somalia?<<https://www.mappr.co/location/somalia/>>.  
<sup>11</sup>Samatar, A. I. 1992. Destruction of State and Society in Somalia: Beyond the Tribalism. The Journal of Modern African Studies, 30(4), 625-641.

However, political instability persists, particularly in the semi-autonomous regions of Somaliland and Puntland.<sup>12</sup>

Somalia's economy is primarily based on agriculture, livestock, and remittances from the Somali diaspora. The country has significant pastoral resources, with livestock forming the backbone of the economy. The agricultural sector includes the production of bananas, maize, sorghum, and sugarcane, though drought and conflict have severely affected agricultural output. The country has also shown growth in sectors like telecommunications, mobile banking, and construction, largely driven by remittances from the Somali diaspora.<sup>13</sup>

Somalia faces significant social challenges, including poverty, lack of education, and inadequate healthcare. The Somali people are predominantly ethnic Somalis, with a dominant clan-based society. Somali is the official language, with Arabic widely spoken due to Islamic influence. Somalia also suffers from severe environmental challenges, including recurring droughts, desertification, and floods. These issues have been exacerbated by the effects of climate change, leading to food insecurity and displacement. Despite these hardships, Somalia has a young and resilient population, with significant opportunities for development if political stability is achieved.<sup>14</sup> As of 2025, Somalia's population is projected to be approximately 19.28 million, reflecting a 3.07% increase from 2024.<sup>15</sup> The age distribution is as follows, 0-14 years: approximately 46.5% of the population, 15-64 years: about 51% of the population and 65 years and over: roughly 2.5% of the population. This indicates a predominantly young population, with nearly half under the age of 15.<sup>16</sup> The urban population is estimated at 4.5 million, dispersed across 49 agglomerations, 8 of which have more than 100,000 inhabitants.<sup>17</sup> Somalia's population growth rate is approximately 3.07% per year, indicating a rapidly increasing population.<sup>18</sup> Life expectancy at birth is estimated to be around 56 years for males and 59 years for females.<sup>19</sup> The total fertility rate is approximately 6.9 children per woman, contributing to the high population growth rate.<sup>20</sup>

Somalia's security situation remains volatile, primarily due to the presence of al-Shabaab, an al-Qaeda-affiliated militant group. Al-Shabaab has been engaged in an insurgency against the Somali government and has perpetrated numerous attacks within Somalia and neighboring countries, including Kenya and Uganda. The African Union Mission in Somalia (AMISOM) has been working to stabilize the region, though al-Shabaab still controls large parts of rural Somalia. Additionally, the country struggles with clan-based violence, piracy, and the presence of other smaller militant groups. These security concerns have led to ongoing humanitarian crises and large-scale displacement, with millions of Somalis living in refugee camps or as internally displaced persons (IDPs).<sup>21</sup>

Somalia has endured decades of conflict, political instability, and socio-economic challenges, leading to weakened social cohesion, fragmented governance, and strained reconciliation efforts.<sup>22</sup> The Somali civil war, beginning in the late 1980s, exacerbated clan divisions and disrupted traditional social networks, displacing many and deepening mistrust.<sup>23</sup> Grassroots peacebuilding initiatives and inter-clan negotiations, often led by local and international

<sup>12</sup>Menkhaus, K. 2014. *Somalia: State Collapse, Multilateral Intervention, and Strategies for Political Reconstruction*. Oxford University Press.

<sup>13</sup>World Bank 2022. *Somalia Overview*. World Bank. Available at: <https://www.worldbank.org/en/country/somalia>

<sup>14</sup>United Nations. 2023. *Somalia: UN Assistance*. United Nations. Available at: <https://www.un.org/africarenewal/what-we-do/somalia>

<sup>15</sup>MacroTrends. 2024. *Somalia Population Growth Rate 1950-2024*. Retrieved from <https://www.macrotrends.net/global-metrics/countries/SOM/somalia/population-growth-rate>.

<sup>16</sup>PopulationPyramid.net. (2024). *Population of Somalia 2025*. Retrieved from <https://www.populationpyramid.net/somalia/2025/>.

<sup>17</sup>Africapolis. 2024. *Somalia*. Retrieved from <https://africapolis.org/en/country-report/Somalia>.

<sup>18</sup>MacroTrends. 2024. *Somalia Population Growth Rate 1950-2024*. Retrieved from <https://www.macrotrends.net/global-metrics/countries/SOM/somalia/population-growth-rate>.

<sup>19</sup>World Health Organization. 2024. *Somalia - WHO Data*. Retrieved from <https://data.who.int/countries/706>.

<sup>20</sup>United Nations Population Fund. (2024). *World Population Dashboard - Somalia*. Retrieved from <https://www.unfpa.org/data/world-population/SO>.

<sup>21</sup>United Nations. 2023. *Somalia: UN Assistance*. United Nations. Available at: <https://www.un.org/africarenewal/what-we-do/somalia>

<sup>22</sup>Samatar, A. I. 2016. *Africa's first democrats: Somalia's Aden A. Osman and Abdirazak H. Hussen*. Indiana University Press.

<sup>23</sup>Life & Peace Institute. 2020. *Building peace through inclusive community processes in Somalia*. Retrieved from [life-peace.org](http://life-peace.org).

organizations, have made some progress, but challenges persist due to recurring violence and marginalization of displaced populations.<sup>24</sup>

Governance in Somalia has been shaped by the collapse of the central state in 1991, leading to alternative local structures such as municipalities, customary authorities, and hybrid arrangements combining Somali traditional law and Sharia.<sup>25</sup> Efforts to rebuild governance through federalism since 2012 have faced mixed outcomes, with ongoing disputes over power and resource distribution among federal member states. Non-state actors and a war economy further complicate state-building efforts.<sup>26</sup>

Clan affiliations remain central to Somalia's social and political fabric, serving both as a source of identity and conflict.<sup>27</sup> Traditional elders and customary law have been key in mediation, but the politicization of clan identities has often undermined national cohesion. Reconciliation initiatives, supported by international stakeholders, have included peace conferences and frameworks for political inclusivity, such as the Somali Compact and the adoption of federalism.<sup>28</sup> However, these efforts face significant challenges from violence by groups like Al-Shabaab, fragile institutions, and uneven development across regions. Sustainable peace in Somalia hinges on addressing these complex historical, social, and political dynamics.<sup>29</sup>

### **1.3-The MIDEEYE Project**

Despite the aforementioned efforts, achieving meaningful reconciliation remains elusive. Critics argue that many reconciliation processes have been top-down, lacking genuine local buy-in and failing to address root causes of conflict, such as inequitable resource distribution and historical injustices.<sup>30</sup> The absence of effective mechanisms for transitional justice further complicates the reconciliation agenda. Therefore, Finn Church Aid (FCA) in partnership with the Network of Religious and Traditional Peacemakers (NRTP) have designed and implemented the MIDEEYE "unifier" - Support of the National Reconciliation and Local Governance in Somalia project through a grant from the Ministry for Foreign Affairs of Finland (MFA).

MIDEEYE project aimed to promote national reconciliation and strengthen inclusive governance and administration in Somalia, contributing to renewed social contract which is built on trust in the state, social cohesion, and a shared vision of a common future among Somali people. This objective was to be achieved through (i) increased national capacity to effectively implement and operationalize National Reconciliation Framework (NRF) in the Federal Government and selected Federal Member States (FMS) to build legitimacy and trust in government institutions, and (ii) strengthened inclusive governance and administration for effective basic service delivery in selected FMS, in accordance with NRF and Wadajir National Framework for Local Governance.

Finn Church Aid (FCA) Somalia Country Office (referred as FCA SOCO) – was the lead agency and grant recipient (responsible of use of funds, monitoring of implementation, reporting and coordination), Network of Religious and Traditional Peacemakers (NRTP) – was the co-lead in the implementation (responsible of co-implementing activities and supporting project with technical expertise), while the roles of indirect program beneficiaries included: Federal Member States of Somalia (FMS) Ministries of Interiors – Government partners (responsibility to create enabling environment for project activities), Benadir Regional Administration (BRA) -

<sup>24</sup>Bradbury, M. 2008. *Becoming Somaliland*. James Currey Publishers.

<sup>25</sup>Menkhaus, K. 2007. *Governance without Government in Somalia: Spoilers, State Building, and the Politics of Coping*. *International Security*, 31(3), 74-106. Retrieved from <https://www.almendron.com/tribuna/wp-content/uploads/2017/03/Governance-without-Government-in-Somalia.pdf>.

<sup>26</sup>Höhne, M. V.2021. *Federalism in post-conflict Somalia: A critical review of its reception and implementation*. *Regional & Federal Studies*. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/13597566.2021.1998005>.

<sup>27</sup>Menkhaus, K.2006. *Governance without government in Somalia: Spoilers, state building, and the politics of coping*. *International Security*, 31(3), 74-106.

<sup>28</sup>Bryden, M.2003. *No quick fixes: Coming to terms with terrorism, Islam, and statelessness in Somalia*. *The Journal of Conflict Studies*, 23(2), 24-45.

<sup>29</sup>Samatar, A. I.2016. *Africa's first democrats: Somalia's Aden A. Osman and Abdirazak H. Hussen*. Indiana University Press.

<sup>30</sup>Bradbury, M., & Healy, S.2010. *Whose peace is it anyway? Connecting Somali and international peacemaking*. Conciliation Resources.

Government partner (responsibility to create enabling environment for project activities), FGS Ministry of Interior, Federal Affairs and Reconciliation (MOIFAR), (responsibility to create enabling environment for project activities, participation to Steering Committee). The program activities commenced in January 2021 and ended in December 2024 hence the need for the final project evaluation.

## **1.4-Purpose and Objectives of the Final Evaluation**

### **1.4.1-Purpose of the Project Final Evaluation**

As outlined in the Terms of Reference (ToR), this final evaluation was an essential opportunity for FCA and NRTP to gather insights into future programming. Evaluation findings and the best practices will be promoted via internal organisational learning practices such knowledge sharing sessions into FCA's long-term strategy for Somalia, Right to Peace (R2P) approach and, where relevant, across other regions. The program will promote the best practices via its advocacy efforts towards duty bearers, right holders, and wider community of practise, to promote joint learning. The final evaluation covered the entire project (45 months- April 2021 to December 2024).

### **1.4.2-Project Evaluation Objectives**

The specific objectives of this project final evaluation were to:

- Document how the project achieved its objectives, targets, and the level of impact it created.
- Assess the relevance and strategic positioning and intervention logic of the project to respond and provide support to the overall peacebuilding and establishment of inclusive local governance needs in Somalia.
- Assess the project's relevance, effectiveness, efficiency, impact (intended and unintended) and sustainability/catalytic; identify and document evidence-based findings including best practices and challenges.
- Provide the project's implementing partners and key stakeholders with actionable recommendations to inform the design and implementation of other related ongoing and future projects in line with relevant policy frameworks, including FGS.
- Assess the results that the project has generated in relation to gender equality and women's empowerment; and social inclusion; different social groups, marginalized groups including minority clans (GESI).
- Assess indicators of potential impact and sustainability of the results including the contribution to capacity development and achievement of sustainable development goals.

## SECTION TWO: FINAL PROJECT EVALUATION METHODOLOGY

### 2.1-Evaluation Design

This summative project evaluation was conducted in the month of January 2025 through a mixed methods approach entailing the use of both primary and secondary data from quantitative and qualitative sources.<sup>31</sup> Comparison of baseline and target indicator scores among the beneficiaries was done with program interventions being the “treatment”.<sup>32</sup> Changes in the indicators overtime were identified while reasons for variations in these indicators were explained using qualitative data insights.<sup>33</sup>

### 2.2-Data Collection Methods and Sample Size

The following data collection methods were used:

#### 2.2.1 - Secondary Data

A desk review of existing grey and white literature and program documents including program baseline survey, the program proposal, the program log frame, program reports, mid-term evaluation report , the Wadajir Framework for Local Governance, the National Reconciliation Framework/Process (2019), provisional Federal Constitution for Somalia (2012), Federal Member States Frameworks, District Council Formation Policies, National Stabilization Strategy (NSS), National Development Plan (NDP-9)-(2020–2024), National Policy on Displacement and Refugee Returnees (2019), Somali Compact (2013), Baidoa Reconciliation Framework (2018), Somali Roadmap for Inclusive Politics (2017), Arta Peace Agreement (2000), Garowe Principles (2011), and the Well-Being and Resilience Framework (WebR) was done to gather readily available data, and insights into the program.

#### 2.2.2-Primary Data

Primary data was collected through a quantitative household survey of 300 respondents (100 in Burhakaba district, 100 in Warsheikh district and 100 in Mahaday district); 30 semi structured interviews with district council heads and Ministry staff (9 in Burhakaba district, 11 in Warsheikh district, 1 in Benadir region and 9 in Mahaday district); 14 FGDs with community members and district council members (4 in Warsheikh district, 5 in Mahaday district and 5 in Burhakaba district); and 4 KIIs (1 with a program partner and 3 with program staff) and 3 case studies (1 in Burhakaba district, 1 in Warsheikh district and 1 in Mahaday district))- (Table 1).

**Table 1: Evaluation interviews conducted**

Interview	Targeted number	Achieved number	Response rate
Quantitative household survey with community members	300	300 (145 females and 155 males)	100.0%

<sup>31</sup>Schoonenboom J & Johnson RB. 2017. How to Construct a Mixed Methods Research Design. *Kolner Zeitschrift für Soziologie und Sozialpsychologie*, 69(Suppl 2), 107–131. <https://doi.org/10.1007/s11577-017-0454-1>.

<sup>32</sup>Shadish, William R.; Cook, Thomas D.; Campbell, Donald T. (2002). *Experimental and Quasi-Experimental Designs for Generalized Causal Inference* (2nd ed.). Boston, Massachusetts: Houghton Mifflin. p. 267. ISBN 0-395-61556-9.

<sup>33</sup>Moore, D. S., Notz, W. I., & Flinger, M. A. 2013. *The basic practice of statistics* (6th ed.). New York, NY: W. H. Freeman and Company.

Semi Structured interviews with MoIFAR and Mol Staff, Mayors/heads of Municipalities, Heads of District Councils, heads of peace committees, religious leaders, politicians, local media representatives, religious leaders and PWDs	30	30 (22 males and 8 females)	100.0%
FGDs with community members	11	11 (4 with males, 3 with females and 4 with mixed groups of males and females)	100.0%
FGDs with district councils	3	3 (mixed groups of males and females)	100.0%
KIIs with program staff	3	3 (all males)	100.0%
KIIs with partners	1	1 (male)	100.0%

### 2.3-Field Work Procedures

Qualitative data was collected by four consultants (2 female and two males) while quantitative data was collected by 12 enumerators (6 males and 6 females, 4 in Mahaday, 4 in Warsheikh district and 4 in Burhakaba district) after two days of training, pretesting the tools and pilot testing of the field procedures. The research team adhered to the signed the FCA Somalia code of conduct and beneficiaries safeguarding protocols, upheld universal research ethics measures (consent for photographs, independence and impartiality, informed consent, voluntary participation without coercion, confidentiality and privacy, anonymity in the FGDs and quantitative interviews, beneficence-social and clinical value, fair selection of respondents, and respect for the respondents) and respected local cultural and religious practices including respect of prayer times during field work. Quantitative data was collected via mobile phones using the Kobo Collect Toolbox<sup>34</sup> while FGDs and KIIs responses were recorded in notebooks and transcribed after field work. Various quantitative and qualitative data quality control measures were put in place including training of the research team, pretesting of the tools, pilot testing of the field procedures, supervision of enumerators, daily data quality checks, use of validation rules, input masks and skip logic on coded tools, post completion reviews, saving of syntax steps in data analysis, collection of GPS codes, purposive selection of knowledgeable KIIs respondents, facilitation of FGDs by a pair of interviewers (a moderator and a note taker), a repeat transcription of 20.0% of the KIIs and FGDs to rule out biasness and errors.

### 2.4-Data Management and Analysis

#### 2.4.1-Qualitative Data Management and Analysis

Qualitative data was transcribed and analyzed using flow chart matrices and NVivo (version 12) to establish convergence and divergence of themes. A deductive qualitative data analysis approach was used where a predetermined structure based on research questions guided the analysis process. The following steps were followed: transcription, deconstruction, interpretation, reconstruction and establishing patterns and evaluation themes.

#### 2.4.2-Quantitative Data Management and Analysis

Quantitative data sets were downloaded from the KoBo Collect data base in MS Excel sheets and then exported into the Statistical Package for the Social Sciences (SPSS) version 26.0. Labeling of various variables was done, data cleaning carried out including checking of outliers, missing data imputation and variable transformation all of which were documented in a syntax file. The rating of key evaluation themes was guided by the Research Council of Finland rating scale presented in Table 2 below.<sup>35</sup>

<sup>34</sup><https://www.kobotoolbox.org/>

<sup>35</sup>Research Council of Finland.2024.Rating scale.<<https://www.aka.fi/en/research-funding/peer-review-and-funding-decision/how-applications-are-reviewed/rating-scale/>> .

**Table 2: Rating scale**

<b>Draft rating</b>	<b>Description</b>
6 (Outstanding)	Demonstrates extremely high novelty and/or innovation; has potential to substantially advance science at global level; presents a high-gain plan that may include risks
5 (Excellent)	Is very good in international comparison – contains no significant elements to be improved
4 (Good)	Is in general sound but contains some elements that should be improved
3 (Fair)	Is in general sound but contains important elements that should be improved
2 (Poor)	Contains flaws and is in need of substantial modification or improvement
1 (Insufficient)	Contains severe flaws that are intrinsic to the proposed project or the application

### **2.5-Limitations and Challenges in the Evaluation**

The following limitations and challenges were encountered in the evaluation of this program:

- Whereas the capacity assessments conducted captured gaps in the institutions and groups, they did not classify the maturity level of these entities as is expected of Organizational Capacity Assessments (OCAs) making it difficult to ascertain their growth.
- The final year activities report, and the 2024 interim program report was not available for triangulation and confirmation of outputs from the last years of the program.

## SECTION THREE: FINAL EVALUATION FINDINGS

### 3.1-Introduction

The findings on this section of the report are based on: a desk review of secondary literature, program documents and reports; a household survey with 300 respondents (100 in Burhakaba district, 100 in Warsheikh district and 100 in Mahaday district); 30 semi structured interviews with district council heads and Ministry staff (9 in Burhakaba district, 11 in Warsheikh district, 1 in Benadir region and 9 in Mahaday district); 14 FGDs with community members and district council members (4 in Warsheikh district, 5 in Mahaday district and 5 in Burhakaba district); and 4 KIIs (1 with a program partner and 3 with program staff) and 3 case studies (1 in Burhakaba district, 1 in Warsheikh district and 1 in Mahaday district).

Of the 300 household survey respondents, 51.7% were males and 48.3% were females and this sample also included 7.3% respondents who were persons living with disabilities. On age distribution, the survey respondents had a mean age of 35.53 years (32.12 among females and 38.72 among males), 4.7% of the respondents were aged over 55 years, 39.3% were aged 36 to 55 years, 38.7% were in the age group 25 to 35 years and 17.3% were aged 18 to 24 years (Table 3).

**Table 3: Age, gender, and age group of the household survey respondents**

Variable	Variable description	Burhakaba District	Warsheikh District	Mahaday district	Total
Gender	Female	46.0%(46)	48.0%(48)	51.0%(51)	48.3%(145)
	Male	54.0%(54)	52.0%(52)	49.0%(49)	51.7%(155)
	Total	100.0%(100)	100.0%(100)	100.0%(100)	100.0%(300)
Disability	PWD	5.0%(5)	16.0%(16)	1.0%(1)	7.3%(22)
	No Disability	95.0%(95)	84.0%(84)	99.0%(99)	92.7%(278)
	Total	100.0%(100)	100.0%(100)	100.0%(100)	100.0%(300)
Age group	18-24 years	30.0%(30)	8.0%(8)	14.0%(14)	17.3%(52)
	25-35 years	42.0%(42)	34.0%(34)	40.0%(40)	38.7%(116)
	36-55 years	28.0%(28)	51.0%(51)	39.0%(39)	39.3%(118)
	Over 55 years	0.0%(0)	7.0%(7)	7.0%(7)	4.7%(14)
	Total	100.0%(100)	100.0%(100)	100.0%(100)	100.0%(300)

### 3.2-Program Relevance [Evaluation Score= Outstanding (6/6)]

**The extent to which the objectives of intervention were consistent with beneficiaries' needs, country priorities:** From the KIIs and FGDs administered, the MIDEEYE project, aimed to bolster the Federal Government of Somalia's efforts in implementing the National Reconciliation Framework (NRF) and the Wadajir National Framework, both which focus on establishing inclusive local governance, reconciliation and social cohesion. FGDs and KIIs alluded to years of insufficient public trust in the government structures and exclusion from decision-making which hindered inter-clan and inter-community trust, reconciliation, and economic development. MIDEEYE program was thus one of the few interventions targeting the long and much needed reconciliations, and governance gaps in the program sites. Central to MIDEEYE's mission was the implementation of Somalia's National Reconciliation Framework (NRF). The project enhanced the capacity of federal and state institutions to operationalize the NRF, thereby building legitimacy and trust in government structures. By conducting capacity assessments and developing tailored strategies, MIDEEYE ensured that key ministries were equipped to advance the national reconciliation agenda effectively. MIDEEYE strengthened inclusive governance by supporting the establishment and functionality of local administrative structures. The project aligned with the Wadajir National Framework, which advocates decentralized governance and effective service delivery. By enhancing the skills of government officials and promoting

participatory decision-making processes, MIDEEYE contributed to more responsive and accountable governance in Somalia.

MIDEEYE was instrumental in promoting social cohesion by addressing historical grievances and facilitating dialogue among diverse communities which aligned well with Somalia's urgent need for reconciliation and peacebuilding efforts amidst long-standing grievances. The analysis of focus group discussions highlights multiple interrelated factors driving inter-communal tensions and conflicts. Key contributors include historical grievances, competition over scarce resources—intensified by environmental degradation and drought—ethnic and clan rivalries, and perceptions of discrimination and marginalization. Political competition further exploits these divisions, with actors manipulating ethnic identities to gain influence. Additionally, the proliferation of small arms escalates violence, making peaceful resolution more challenging. The project emphasized the inclusion of marginalized groups, particularly women, in peacebuilding efforts. For instance, in August 2024, MIDEEYE organized training sessions focusing on conflict resolution and peace-making, highlighting the pivotal role of women in reconciliation processes. These sessions, facilitated by the Somali Gender Equality Movement (SGEM), introduced participants to culturally tailored methods like the Circle process, fostering open communication and mutual understanding. Religious leaders however advised that in future, such programs should have a clear and inclusive community needs assessment before kick-off of program interventions while at the same time ensuring inclusion of all stakeholders.

**Alignment with National Frameworks and Policies:** From the secondary literature analysis, and the evaluation KIIs and FGDs, the MIDEEYE project's objectives were closely aligned with Somalia's key national strategies. The project was strongly aligned with Somalia's National Development Plan (NDP9), the Wadajir Framework, and the National Reconciliation Framework (NRF). It supported state-building by ensuring that the government played a central role in planning and implementation. The project design followed national policies, focusing on governance, service delivery, and community resilience. One key aspect was improving coordination between different government levels and communities, ensuring that interventions contributed to stability and economic growth:

- **National Development Plan (NDP-9):** Covering 2020 to 2024, NDP-9 emphasizes inclusive politics, improved security, and economic development as prerequisites for poverty reduction and state-building. The plan underscores the importance of reconciliation and effective governance in achieving these goals. The goal of NDP-9 pillar 1 was to make substantial progress towards a stable and peaceful federal Somalia with an effective, decentralized, and functional democratic system based on an inclusive political process. To achieve this outcome, the NDP-9 provided key strategic priorities, including deepening the federalization process; stabilizing and establishing local governance; finalizing, ratifying, and implementing the constitution; preparing and conducting fair and credible elections in 2020/21 and 2024; implementing the National Reconciliation Framework/Process (NRF/NRP); and developing institutional capacity.
- **Wadajir National Framework:** This framework advocates for decentralized governance and service delivery, recognizing them as pivotal in building trust between citizens and various levels of government. The MIDEEYE project's focus on local governance aligned with this framework's principles.
- **National Reconciliation Framework (NRF):** The NRF provides tools for reconciliation at federal, state, and district levels, addressing the effects of prolonged civil conflict. MIDEEYE's initiatives to promote national reconciliation directly support the NRF's objectives.

.....*“The project was well-aligned with both the NRF and the Wadajir Framework, the Ministry of Interior of the Federal Government of Somalia directly implements the program,*

*with the FCA team supporting budgeting, procurement management, and general administration. Technical staff have been seconded to the ministries to ensure smooth implementation” ..... [Program Staff]*

*..... “Yes, the program has addressed our needs to a large extent. The training and resources provided have helped us facilitate reconciliation dialogues and build trust among community members. However, more focus is needed on addressing the specific needs of marginalized groups, such as women and youth, to ensure their full participation”..... [Politician]*

**Local Ownership and Somali-Led Approaches:** From the administered FGDs and KIIs, a cornerstone of the MIDEEYE project was its emphasis on local ownership and Somali-led methodologies. By collaborating with Somali government officials and institutions, the project ensures that reconciliation and governance initiatives are tailored to the unique cultural and societal contexts of Somalia (community activities, leadership structures nationally-at the federal and state level-and clan inclusion, sports and drama). This approach not only fostered sustainability but also empowered local communities to take charge of their development trajectories. The project was fully localized, ensuring that Somali authorities took the lead in its design and execution. It built on traditional Somali conflict resolution mechanisms, using dialogue and consensus-building to address disputes and strengthen governance. Local district authorities and community representatives played a key role in decision-making, making sure that solutions were relevant to the local context.

The project also worked closely with existing Somali institutions, aligning with national reconciliation efforts like the Wadajir Framework and NRF, rather than imposing external models. This bottom-up approach ensured that communities felt ownership over the process, increasing the chances of long-term sustainability and trust in local governance. Government agencies were given a central role, making sure that interventions aligned with national and local policies. The project was structured in a way that allowed government leadership to take ownership, strengthening state institutions and improving their ability to deliver services. Regular meetings were held with government representatives, community leaders, and other stakeholders to ensure continuous alignment with national priorities. This approach helped to build trust between the government and local communities. However, local ownership also meant that project implementation depended on government capacity, which varied across different regions. In some cases, additional support was needed to ensure effective implementation, particularly in areas with weaker institutions.

*..... “Yes, the MIDEEYE project successfully integrated local ownership and Somali-led approaches in both its design and implementation. From the beginning, the project prioritized community participation, ensuring that local leaders, elders, women, and youth were actively involved in shaping the activities. It’s built on traditional Somali conflict resolution mechanisms, using dialogue and consensus-building to address disputes and strengthen governance” ..... [Program Staff]*

**Inclusion of Women, Youth, and Marginalized Groups:** From the program documents reviewed, FGDs and KIIs, MIDEEYE placed significant emphasis on the meaningful inclusion of women, youth, and marginalized groups, such as minority clans and internally displaced persons (IDPs), across its activities in target districts especially after the midterm evaluation. In the first half of the program, challenges arose in fully reaching some vulnerable populations, such as minority groups and women, due to structural barriers and social exclusion. Despite these challenges, the project remained in line with national priorities by reinforcing local governance

and increasing the role of government institutions in development efforts. By supporting their participation in reconciliation processes and inclusive political engagement, the project addressed historical exclusions and promotes equitable development. This inclusive approach was vital for sustainable peace and governance in Somalia.

..... *“We ensured that women represented at least 30% of participants of the project activities, and in some locations, such as Burhakaba, the percentage of youth participation reached as high as 60%. This reflected the project's commitment to addressing the needs of these groups and ensuring their meaningful involvement in decision-making processes”* ..... [Program Staff]

..... *“Challenges arose in fully reaching some vulnerable populations, such as minority groups and women, due to structural barriers and social exclusion”* ..... [Program Staff]

**Adaptation to Changing Contexts:** Throughout its implementation, the MIDEEYE project demonstrated adaptability to Somalia's dynamic political and social landscapes. By remaining flexible and responsive to emerging challenges and opportunities, the project ensures the continued relevance and effectiveness of its interventions. This adaptability was crucial in a context as fluid as Somalia's, where political alliances and societal needs can shift rapidly. The project faced multiple challenges due to changes in Somalia's political and security environment. During election periods, tensions increased, which temporarily delayed activities in some areas. Additionally, in 2022, government-led military operations against Al-Shabaab created instability in certain regions, affecting project implementation. In some cases, security concerns forced temporary pauses or relocation of activities. For example, in Mahas, community members requested a delay in project activities due to local insecurity, leading to adjustments in the implementation timeline. Instead, activities were relocated to areas where the government had greater control. These adaptations ensured that the project remained effective despite challenges. By maintaining flexibility and working closely with government authorities and communities, the project was able to continue delivering results while responding to emerging risks.

Recognizing the complex and shifting political landscape, MIDEEYE implemented several strategies to remain responsive including: ensuring systematic formation of district councils where peace had been restored; starting of program activities in Ministries after elections to mitigate attrition of focal staff; training sessions focusing on conflict resolution, peacebuilding, and the role of women in reconciliation processes. For instance, in August 2024, MIDEEYE conducted trainings in the Bay and Banadir regions to enhance the capabilities of government officials and civil society members in delivering effective civic education on reconciliation and peacebuilding; between August and October 2024, the program facilitated trainings for FCA staff, government officials, religious leaders, and traditional elders, focusing on trauma awareness, stress management, and fostering community resilience, and to align with the evolving political environment, MIDEEYE engaged directly with senior Somali government officials; in February 2023, the program convened a delegation of senior Somali government representatives in Helsinki for a five-day learning exchange. This visit facilitated discussions on topics related to the rule of law, good governance, reconciliation, and service delivery, allowing for the exchange of ideas and best practices; to ensure that interventions were contextually relevant, MIDEEYE conducted comprehensive assessments in various districts. These assessments provided detailed analyses of conflict dynamics, governance structures, security conditions, and economic factors, enabling the program to tailor its initiatives to the specific needs and challenges of each region. Through these adaptive strategies, MIDEEYE remained responsive to Somalia's changing

political dynamics, ensuring that its initiatives are relevant and effective in promoting peace and inclusive governance. Following the resistance to the establishment of a district council in Mahas, a council was established in Mahady.

.....*“In response to the political challenge in Mahas, we shifted the focus of the district council development to Mahaday, where there was more local support for the initiative”* ..... [Program Staff]

.....*“Yes, political dynamics in Somalia have changed recently. Key developments include elections, regional tensions, the withdrawal of African Union forces, shifting diplomatic alliances, and worsening humanitarian crises. These changes necessitated a redesign of program interventions to address regional autonomy, security challenges, and the impact of climate change”* ..... [Women Group Leader]

..... *“Yes, the political dynamics in this region have shifted significantly. For instance, recent power struggles between clans and political groups have exacerbated tensions, necessitating a more adaptive and localized approach to reconciliation efforts”* ..... [Youth Group Leader]

**Alignment with Donor Strategies:** The project aligned with the strategic objectives of the Ministry for Foreign Affairs of Finland and FCA's country strategies for Somalia. Finland's Country Strategy for Somalia (2021–2024) outlines the nation's commitment to supporting Somalia's transition towards a stable and functional state. The strategy emphasizes inclusive development, human rights and gender equality, and climate change resilience. FCA's approach is rights-based, guided by international human rights standards and principles, and is committed to working with the most vulnerable populations, regardless of their religious beliefs, ethnic background, or political convictions. FCA, Finland's largest international aid organization, has been active in Somalia since 2008, focusing on peace and reconciliation, education, and humanitarian aid. By focusing on reconciliation and local governance, MIDEEYE contributed to broader international efforts aimed at promoting peace, stability, and development in Somalia.

**Relevance to Civil Society Needs:** By engaging civil society actors and key stakeholders, the MIDEEYE project addressed the pressing needs and priorities of these groups. Through FCA Somalia's feedback mechanisms targeting the community members, civil society groups, organizations of persons with disabilities, the media and political and clan leaders), the project ensured that interventions were informed by the perspectives of beneficiaries, enhancing their relevance and impact. In addition, journalists were trained under visibility of social cohesion, governance and accountability and reconciliation through accurate and responsible reporting by local media houses.

**Promotion of Gender Equality and Social Inclusion (GESI):** The MIDEEYE project actively promoted Gender Equality and Social Inclusion (GESI) as foundational principles for sustainable reconciliation and good governance. By integrating GESI approaches into its activities, the project ensured that all segments of society benefitted from and contributed to Somalia's peacebuilding and development processes. For marginalized communities, including minority clans, displaced persons, and people with disabilities, MIDEEYE worked to break social barriers and promote equal participation in governance and community decisions. By ensuring that all groups had a role in peacebuilding and governance, the project helped to create a fairer and more stable society where no one was left behind. It is for this reason that only 77.3% of the community members indicated that women, youth and minority clans were included in decision making during the program activities (Table 4). However, PWDs were of the opinion that they were not adequately

engaged at the beginning of the program and were only brought on board towards the end of the program. However, reaching these groups was not always easy, particularly for minority communities, who often face discrimination and lack representation. Some communities needed additional engagement to build trust and ensure their full participation. The project also focused on strengthening local institutions to ensure sustainable support for these vulnerable groups beyond the project’s duration. By designing interventions around community needs, the project was able to create long-term inclusion platforms even though some groups still required additional efforts to fully benefit.

**Table 4: Inclusion of marginalized groups (e.g., women, youth, and minorities) in program activities**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday District	PWD	No Disability	Total
Not/Somewhat inclusive	20.0% (29)	25.2% (39)	28.0% (28)	0.0% (0)	40.0% (40)	0.0% (0)	24.5% (68)	22.7% (68)
Neutral	31.7% (46)	24.5% (38)	43.0% (43)	4.0% (4)	37.0% (37)	13.6% (3)	29.1% (81)	28.0% (84)
Very inclusive	48.3% (70)	50.3% (78)	29.0% (29)	96.0% (96)	23.0% (23)	86.4% (19)	46.4% (129)	49.3% (148)
Total	100.0% (145)	100.0% (155)	100.0% (100)	100.0% (100)	100.0% (100)	100.0% (22)	100.0% (278)	100.0% (300)

..... *“No, the program has not addressed our needs. This is because people with disabilities were not consulted or involved during the planning and implementation phases. There’s a lack of targeted efforts to ensure accessibility and inclusion of persons with disabilities in reconciliation activities”* ..... [PWD in Burhakaba District]

..... *“The MIDEEYE project was highly relevant to the needs of women, youth, and marginalized communities because it focused on inclusion, participation, and empowerment”* ..... [Minority Community Group Leader]

**Suitability of the Program Design:** The program design focused on strengthening government institutions, district councils, and community engagement through capacity building, governance bridging, and awareness initiatives. While deemed suitable for the program sites, there were calls for enhanced community-level interventions at midterm, as the then efforts were seen as inadequate. From the final evaluation, the program staff had intensified community level interventions as indicated by both quantitative and qualitative interviews respondents. However, challenges such as high illiteracy, vast geography, and displacement limit interactions with government offices, still necessitate deeper ministerial engagement through activities like social accountability audits. Capacity building was a key pillar, aiming to empower local administration with skills and accountability structures. Specifically, stakeholders noted that the program emphasized institutional accountability changes without adequately addressing their impact on community service access. The approach aligns with Somalia's decentralized governance system, reinforcing the program’s relevance but would in future benefit from designing other pathways of government community engagement beyond clans and district councils. The program demonstrated adaptability to Somalia’s changing local dynamics by expanding its geographical scope to include Galmudug in response to displacement settlements. It ensured continuity in interventions by seconding advisors to Ministries, even during political transitions. The revival of district councils in Warsheikh, Burhakaba and Mahaday, highlighted its commitment to local governance and state-building. MIDEEYE also played a key role in supporting the National

Reconciliation Framework (NRF) by collaborating with Ministries and regional states on validation conferences. The midterm evaluation recommendation of organizational capacity assessments for the Ministries and district councils was also adequately addressed with three assessment reports being produced. Several key program activities were highly effective in driving lasting change. These included alignment with the NRF, collaboration with a trusted local partner (NRTP), inclusive participation of diverse societal groups, capacity building at community and institutional levels, a structured approach to district council formation, transparent elections, and all rounded technical oversight by the program staff.

### **3.3-Program Effectiveness [Evaluation Score= Excellent (5/6)]**

The project achieved 80.0% of its targeted outputs and the remaining 20.0% was not reached due to a few challenges. First, the establishment of a True justice committee, which was an objective, was not achieved because of time limitations and political changes following elections in Somalia while a rapid impact assessment of project planned for Burhakaba faced difficulties. Security limitations in some program sites also such as intimidation of vendors and suppliers by terror groups limited execution of supply of some project materials. Government Bureaucracies and political resistance to establishment of a district council in Mahas as well as in Hirshabelle state, also limited the effectiveness of the program. Factors that have facilitated achievement of the program outputs include government engagement and support including good will, flexibility and adaptability in programming, contextual stakeholder engagement and collaboration, and program and partner organizations staff commitment.

The project successfully achieved two of its main objectives, particularly in Burhakaba and Mahas, where institutions were built from scratch. In Warsheikh, the project supported institutional re-establishment, even though it was not part of the initial plan. A key achievement was ensuring inclusive governance by incorporating national policy frameworks, including the National Review Framework (NRF). The project also strengthened institutional development by assigning technical advisors to the government. These advisors played a critical role in policy formulation and coordination, ensuring that institutions functioned effectively. However, the project faced time constraints, as nearly half of its four-year duration was affected by delays due to government transitions and elections.

The project faced several challenges, mainly due to Somalia's fragile political and security environment. Election-related tensions caused delays in some areas, as government institutions lacked a stable mandate to lead implementation. The 2022 military operations against Al-Shabaab also affected project timelines, especially in areas where security operations were ongoing. These factors led to delays in procurement processes and project implementation. To address these challenges, negotiations were held with the new government after leadership changes to redefine roles and ensure smooth continuation. Reconciliation processes were adjusted to ensure proper community selection under government leadership. One big challenge was that some groups were not willing to share power equally, making it hard to create a leadership system that represented all communities. To solve this, the project used discussions, mediation, and awareness programs to encourage fair participation. Another issue was getting women into leadership positions, especially reaching the 30% quota. Many people did not support women in decision-making roles due to cultural beliefs. The project worked with religious and community leaders, provided training for women, and pushed for policies that allowed their involvement. Another challenge was dealing with past conflicts, as some people still held onto grievances from events that happened many years ago. This made peace talks difficult because some were not ready to forgive or move forward. The project helped by organizing open discussions, community healing sessions, and reconciliation meetings. Additionally, making sure that people with disabilities were included in leadership was difficult because they were often left out of decision-

making. To address this, the project worked with disability organizations, raised awareness, and made sure they had a voice in leadership and peace processes.

### 3.3.1-Program Outcome 1: Increased National Capacity to Effectively Implement and Operationalize National Reconciliation Framework in Federal Government and Selected FMS to Build Legitimacy and Trust in Government Institutions

Several key activities have been delivered to support Outcome One, including the development of four out of six targeted policies, guidelines, an M&E framework, and training models for rolling out the NRF at various governance levels. Inclusive reconciliation dialogues were facilitated in Mudug, and five Reconciliation Units were established across Federal Member States (FMS) and the Benadir Regional Administration, surpassing the target of two. Additionally, two reconciliation dialogues were held in Warsheikh district to promote social healing and governance, along with advocacy and media campaigns. Nationally, the program supported the establishment of the TRC, while in Burhakaba district guidelines and training modules were developed and supported district reconciliation plans implementation. Capacity-building efforts have improved governance and trust in institutions, with partners recognizing the project's contribution to implementing the NRF and Wadajir National Framework. However, challenges remain, as no conflict mapping reports have been published, and no Mol-led multi-stakeholder coordination mechanisms have been established to promote reconciliation in target FMS. The project was highly effective in strengthening national and local capacity to implement the NRF and Wadajir Framework. It supported government leadership in reconciliation efforts by focusing on policy formulation and institutional development. A key part of this was training government officials and local leaders on governance, conflict resolution, and technical management.

..... *"I have received training on conflict resolution, capacity-building workshops on inclusive governance, community reconciliation initiatives" .....* [Politician]

Additionally, the project's effectiveness in strengthening institutional capacity was evaluated through various interventions. Key contributions to implementing the National Reconciliation Framework (NRF) included:

- **Role of Seconded Advisors in Ministries** – Seconded advisors played a pivotal role in enhancing institutional capacity within key ministries by providing technical assistance, policy guidance, and supporting institutional reforms. They also facilitated coordination between ministries and local governance structures. Additionally, the seconded advisors were assigned to government institutions, with salaries covered by the project. These advisors helped fill skill gaps in key government offices, ensuring that policies were implemented effectively. Their presence also improved coordination between national and local governments, making service delivery more efficient. These efforts reduced the risk of relapse into instability by making governance structures stronger and more inclusive. Under the first program outcome—aimed at fostering legitimacy and trust in government institutions—98.3% of community members had a positive perception of the effectiveness of the Ministry of Interior, Federal Affairs, and Reconciliation (MolFAR) and the Ministry of Interior (Mol) in promoting reconciliation. The approval ratings by district were: Burhakaba (98.9%), Warsheikh (97.8%), and Mahaday (98.1%), while demographic breakdowns showed: females (98.1%), males (98.5%), youths (99.3%), and adults (97.1%). MolFAR gained public trust through proactive reconciliation efforts, engagement with local councils, and an inclusive regional development plan. Ministries strengthened confidence by collaborating with district councils and implementing key reconciliation initiatives, such as resolving a four-month inter-clan conflict in Warsheikh, establishing district councils, and supporting Burhakaba district council transition. Notably, the recent

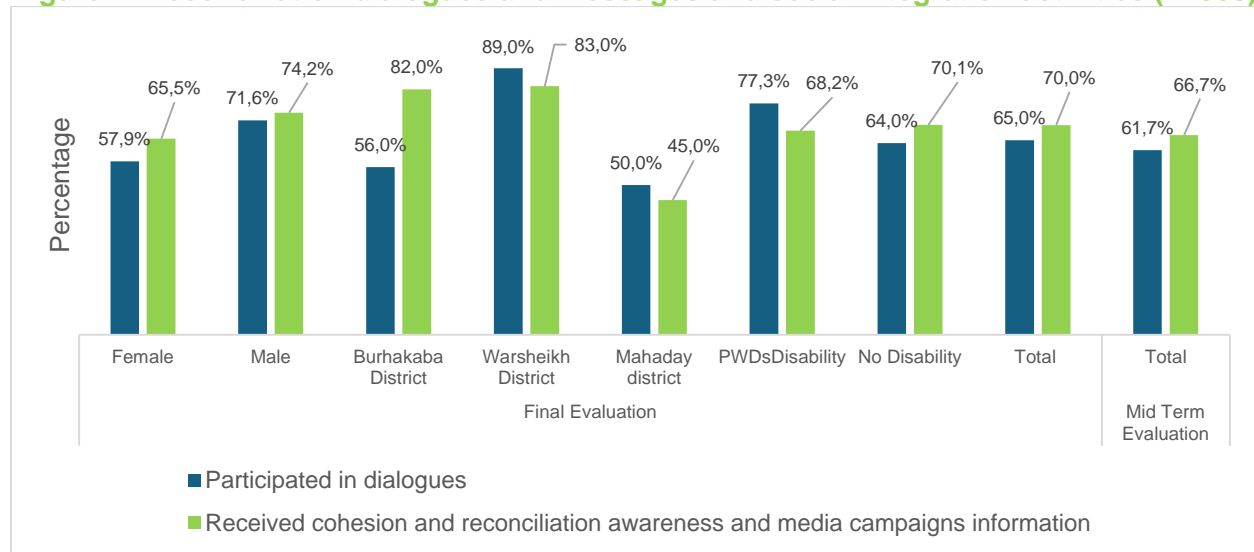
establishment of the Warsheikh district council, just three months before the evaluation, contributed to high satisfaction levels.

- **Capacity Development in Ministries Receiving Direct Support** – Ministries that received direct support were assessed in several areas, including:
  - *Capacity Assessments* – Evaluations identified institutional strengths and gaps.
  - *Capacity Development Strategies* – Targeted training and institutional strengthening measures were implemented.
  - *Capacity Building Elements* – Support was provided for leadership development, governance frameworks, and operational efficiency.
  - *Impact on Institutional Capacity* – Ministries demonstrated improved ability to implement and oversee NRF-related initiatives.
  - An Organizational Capacity Assessment (August 2024) revealed that 75% of staff displayed very high reconciliation skills, while 25% had high skills. Despite this expertise, capacity gaps remained in integrating NRF into government plans, conflict and resource management, coordination and monitoring, and leadership and governance. Ministries also faced challenges such as funding shortages and a lack of clear structural frameworks for NRF implementation.
  - **Gaps and Areas for Improvement:**
    - *Traditional and Religious Leaders* – Limited knowledge of NRF components necessitates culturally tailored training.
    - *Women’s Groups* – Require comprehensive training on NRF strategies and gender equality.
    - *Youth Leaders* – Face cultural and political barriers to participation and lack resources for sustainable engagement.
    - *Minority Communities* – Successfully integrated into program activities but need continued support.
    - *District Councils (Mahaday, Burhakaba, Warsheikh)* – Struggle with poor revenue management, inadequate service delivery, untrained personnel, weak collaboration, and insufficient infrastructure.
    - *District Peace Committees* – Encounter issues such as weak record-keeping, poor linkage with government structures, limited mediation and trauma counseling expertise, lack of enforcement power, and the absence of standardized dispute resolution guidelines due to varying literacy levels among leaders.
- **Support for Policy Frameworks** – The project assisted the Federal Government of Somalia (FGS) in developing key policy frameworks, including:
  - *NRF Policy Framework* – Establishing guidelines for reconciliation and governance.
  - *Wadajir Framework* – Providing a structure for inclusive local governance and national reconciliation.
  - *Operationalization of these Frameworks* – Facilitating reconciliation processes and ensuring capacity-building initiatives support NRF implementation at national, district, and community levels.

The program used a dual pathway of community-driven and institutional approaches to address historical grievances, foster trust, and build inclusive governance structures. Below are some social integration activities. From the community level evaluation interviews, 65.0% of the community members had participated in reconciliation dialogues led by the ministries or government institutions (57.9% females and 71.6% males) with the lowest proportion being in Mahaday district (50.0%) where the program interventions were rolled out in the last year of the program. In addition, 70.0% of the community members had received cohesion and reconciliation

awareness and media campaigns information from government institutions (65.5% females and 74.2% males) and once again the least proportion was in Mahady District-Figure 2. While inter-clan dialogues and media campaigns have been useful and have been appreciated by community members, FGDs called for community welcome program to ensure smooth reintegration of returnees.

**Figure 2: Reconciliation dialogues and messages and social integration activities (n=300)**

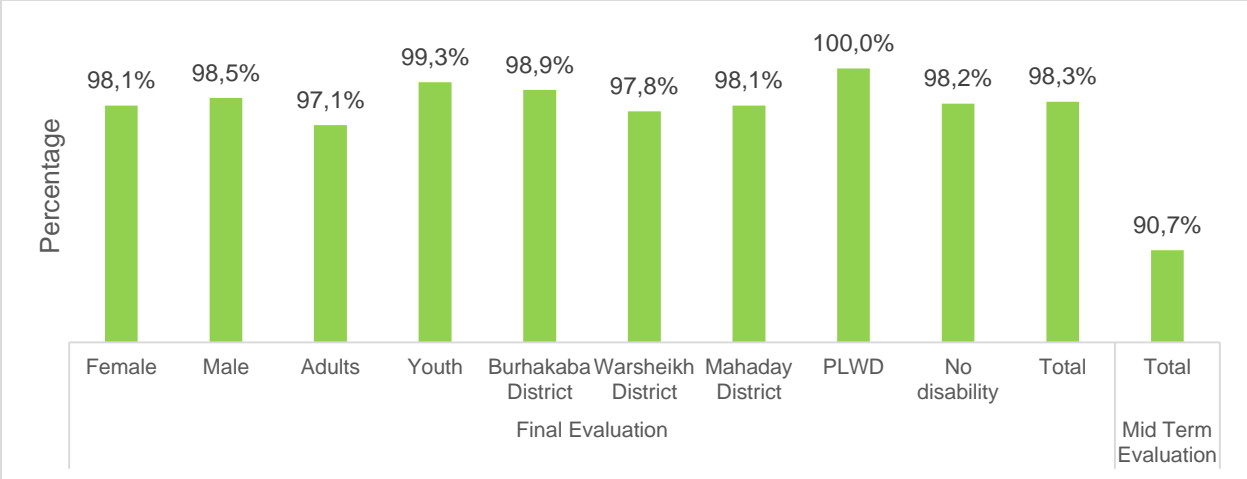


.....“We developed and implemented different success conciliation between local clans in 2024, we succeeded after many challenges due to elders vested interests” ..... [District Council Member, Burhakaba District]

.....“A comprehensive needs assessment of people with disabilities should be conducted to inform program design. Accessibility must be prioritized, and inclusive approaches should be embedded in every stage of the program” ..... [PWD Warsheikh District]

Under program outcome one, the program targeted to build legitimacy and trust in government institutions. From the citizens’ survey, 98.3% of the citizens (98.1% females, 98.5% males, 99.3% youths and 97.1% adults) reported positive perception over the effectiveness and performance of MoIFAR and Mol in promoting inclusive and genuine reconciliation and this was against a mid-term evaluation score of 90.7%. (Figure 3). From the FGDs, MoIFAR was primarily responsible for managing federalism, state-building, and local governance in Somalia. It plays a key role in political reconciliation, decentralization, and relations between the federal government and member states. Key themes on MoIFAR effectiveness were reported as encouraging power-sharing and federalism to integrate different clans and regions, working with local administrations to strengthen governance structures and political representation and engage civil society organizations and traditional elders in peace and reconciliation processes. Mol in some contexts functioned separately at a subnational level (e.g., in federal member states) and focused on internal security, local governance, and conflict resolution at community levels. FGDs with community members highlighted that Mol was focused on conflict resolution at a grassroots level, often dealing with local disputes over land, resources, and political representation and worked with security agencies to stabilize post-conflict areas.

**Figure 3: Trust in government institutions (n=300)**



**3.3.2-Program Outcome 2: Strengthened Inclusive Governance and Administration for Effective Basic Service Delivery in Selected FMS, in Accordance with the NRF and the Wadajir National Framework for Local Governance**

Several initiatives have been implemented to support reconciliation and peacebuilding, including training 300 community members (197 males, 163 females) from diverse groups in social reconciliation and civic dialogues. Thirty peace committees were formed in Warsheikh and Burhakaba districts to ensure gender-sensitive and inclusive reconciliation. Three local-level reconciliation processes engaged 215 community members (41 females, 174 males) to prevent violence relapse. Additionally, 112 committee members were trained for inclusive district council formation, with 233 women and 588 youth participating in the process. One district reconciliation plan was developed, along with the rollout of a service delivery initiative and a social integration sports activity. Furthermore, ministries published three conflict mapping and analysis reports on the National Reconciliation Framework website and an online conflict database, demonstrating a commitment to transparency, informed decision-making, and targeted conflict resolution.

The evaluation teams also noted that institutional capacity assessments were conducted late in the project cycle (August 2024) while disability mainstreaming assessments were ongoing at the time of the evaluation, all limiting the implementation of recommendations from these crucial project activities. The last year of the program cycle was largely spent establishing the district council in Mahaday district, undertaking capacity assessments for the Ministries, peace committees and district councils and implementing the mid-term evaluation report’s recommendation to mainstream minority groups, and persons with disabilities—specifically, the evaluation team noted ongoing plans to establish PWD mainstreaming pathways through program assessments and development of a hand book for the same.

Concerning participation in reconciliation, cohesion, and integration activities within communities, 44.3% of community members took part in social integration programs involving cultural and art exchanges, as well as sports, which fostered interaction among multiple clans. Additionally, 81.3% of community members participated in groups that attended the SQUIP validation workshops under this program (Table 5). Key informants expressed concerns that these integration activities—including cultural and arts exchanges, sports, and SQUIP validation workshops—were primarily conducted during the formation of district councils, with no sustained efforts to continue them. While inter-clan dialogues and media campaigns have been useful and have been appreciated by community members, FGDs with youths indicated that they were interested in youth peace clubs and integrated peace education in schools, and frequent arts and sports for peace. Additionally, experiences with social integration initiatives, such as cultural and

sports exchanges aimed at fostering harmony, varied among respondents. Some individuals reported not having personally participated in these programs but received positive feedback from friends and family who had attended, emphasizing the perceived benefits of intercommunity bonding and bridge-building. Conversely, others shared first hand experiences of participating in sports tournaments between their community and a neighbouring one, highlighting the positive effects of friendly competition, camaraderie, and unity.

**Table 5: SQUIP and cultural and art exchanges, and sports (n=300)**

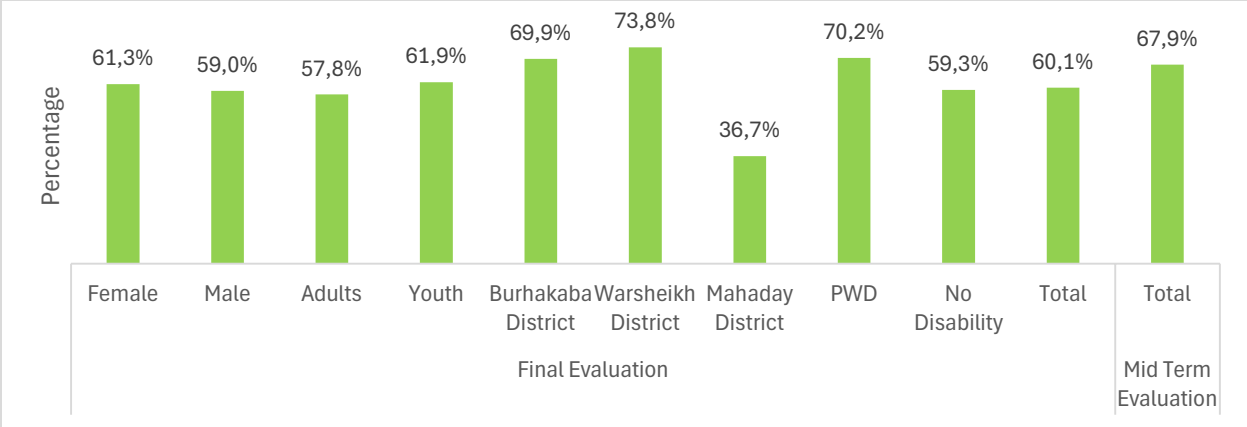
	Female	Male	Burhakaba District	Warsheikh District	Mahaday district	PWDs	No Disability	Total
Participation in social integration programmes through cultural and art exchanges, and sports	37.9% (55)	50.3% (78)	83.0% (83)	17.0% (17)	33.0% (33)	13.6% (3)	46.8% (130)	44.3% (133)
SQUIP validation workshops	84.8% (39)	92.6% (50)	89.0% (89)	N/A	N/A	60.0% (3)	90.5% (86)	89.0% (89)

.....“3 groups received grant schemes for the SQUIP interventions in Burhakaba District Council. These grants were intended to help support local projects and community development work” ..... [Administrator, Burhakaba District]

..... “We have organized two tournaments as part of social integration” ..... [District Council Member, Burhakaba District]

According to the citizen survey, 60.1% of respondents (61.3% of females, 59.0% of males, 61.9% of youths, and 57.8% of adults) expressed confidence that transparent, accountable, and inclusive governance would be established in the two districts against a mid-term evaluation score of 67.9% (Figure 4). Notably, Mahaday district which had program activities and formation of a district council in the last year of the program was the lowest on this indicator (36.7%) when compared to Burhakaba district (69.9%) and Warsheikh district (73.8%) indicating that rebuilding inter-clan trust and community trust in government institutions is a gradual process that requires sustained efforts over time. Insights from the FGDs attributed this optimism to measures such as open data portals and stakeholder consultations, which strengthened accountability, as well as efforts to promote community engagement in decision-making. Additionally, involving diverse demographic groups in reconciliation dialogues and adopting localized capacity-building approaches tailored to council functions were highlighted as key contributors to enhancing transparency and inclusivity.

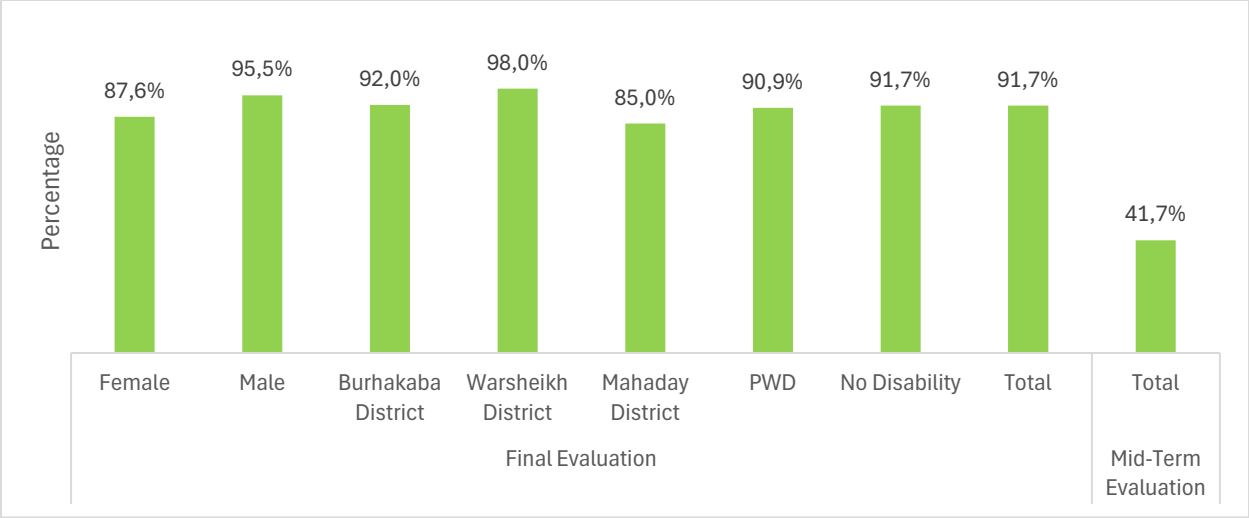
**Figure 4: Population increasingly feeling confident that transparent, accountable, and inclusive governance will take hold in the target districts (n=300)**



To make sure the community takes full ownership, the project followed a Somali-led approach where local people played a key role in planning and implementing activities. Peace committees and councils were created with community leaders to manage conflict resolution in a fair and inclusive way. Training programs were provided to strengthen governance, so local institutions could handle peace efforts without needing outside support. The project also worked closely with the government to align with national policies like the Wadajir Framework and NRF. By making peace and governance a natural part of local systems, the project ensured that communities and government institutions can continue the work even after the project ends. The program had managed to establish three district councils (2024 in Warsheikh and Mahaday districts and, 2023, in Burhakaba district) in accordance with the Wadajir Framework, with a high representation of females in Warsheikh district (28.5%) and Burhakaba district (43.0%) and a low representation of Women in Mahaday district (14.3%) against the Wadajir Framework resolution to issue a quota for women in the district council seats to be competed solely for women<sup>36</sup> and the Federal government support for the implementation of the women's 30% representation quota.<sup>37</sup> The awareness of the district councils and their activities went up from 41.7% at midterm to 91.7% at end term including 87.6% females, 95.5% males and 90.9% persons with disabilities (Figure 5). FDGs revealed that community members were aware of the district council's presence and their roles in Burhakaba, Warsheikh and Mahaday districts. They recognized them as a key local governance body responsible for representing residents' interests and managing various administrative functions within the district. This awareness indicates a fundamental understanding of local governance structures and the district council's role in decision-making. FDGs participants also acknowledged FCA's contribution to establishing district councils by creating platforms for community participation in decision-making and advocacy. The discussions highlighted FCA's role in supporting democratic processes by organizing and overseeing district council elections. Transparent and inclusive electoral processes allowed community members to elect representatives who effectively voiced their concerns and contributed to governance, demonstrating the program's commitment to promoting democratic values and civic engagement.

**Figure 5: Awareness of a district council (DCF)-(n=300)**

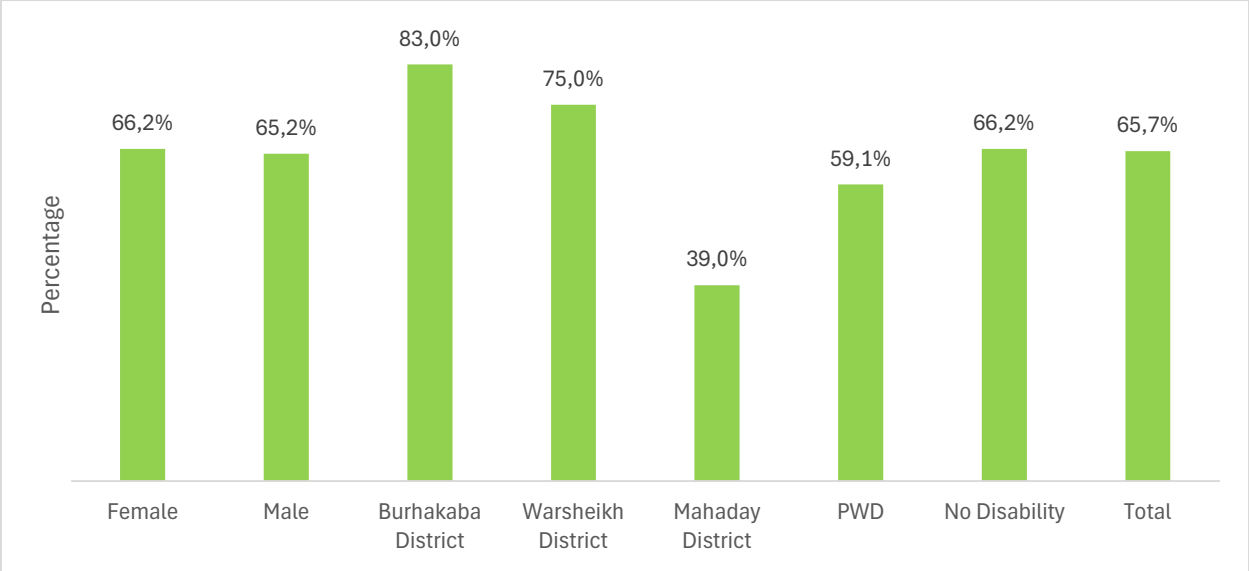
<sup>36</sup>UNDP.2018. Wadajir Framework<<https://info.undp.org/docs/pdc/Documents/SOM/S2S%20%20Meeting%20minutes%20from%202016-2018.pdf>>.  
<sup>37</sup>UNDP.2023. Somalia Gender Equality Strategy (2023-2026).< [https://www.undp.org/sites/g/files/zskgke326/files/2023-06/undp\\_somalia\\_gender\\_equality\\_strategy\\_2023-2026\\_summary.pdf](https://www.undp.org/sites/g/files/zskgke326/files/2023-06/undp_somalia_gender_equality_strategy_2023-2026_summary.pdf)>.



..... *“We have implemented 5 basic successful reconciliation between the local clans and communities, and finally reached final agreements in peace keeping”* ..... [District Council Member, Burhakaba District]

Across Burhakaba, Warsheikh and Mahaday districts, 65.7% of those interviewed had participated in the formation of district councils including 66.2% females, 65.2% males and 59.1% persons living with disabilities (Figure 6). From the FGDs, the formation of district councils in Somalia was a crucial step in the country’s decentralization process, aiming to establish local governance structures that promote stability, service delivery, and community representation. Still from the FGDs, unlike in the past where powerful political elites and clan leaders dominated the political and peace processes, side-lining marginalized groups, including women, youth, and minority clans, all community segments indicated active participation because of civic awareness about their rights and roles in local governance. In addition, FGDs neither indicated any insecurity restricts to open participation, nor did they indicate clan-based politics influence on district council formations, but merit-based leadership and service delivery.

**Figure 6: Participation in district councils formation**



..... “Yes we have got training held at Burhakaba for council formation process, election process and how we do conciliation process”  
 ..... [Female in a FGD in Burhakaba District]

Given that males have traditionally been the primary decision-makers in these communities, the evaluation team sought to determine the representation of other groups within the district councils. Among those aware of district councils (n=275), 87.6% reported the inclusion of women, 90.2% noted the participation of youth, and 98.5% acknowledged the representation of village elders. Additionally, 61.5% mentioned the involvement of religious leaders, while 66.5% and 40.0% reported the representation of minority clans and persons with disabilities, respectively. However, only 12.7% of respondents indicated that Internally Displaced Persons (IDPs) were represented (Table 6). Findings from the FGDs revealed that district councils comprised elected representatives, community leaders, and appointed officials. Elected representatives were chosen through democratic processes such as local elections and often included community leaders representing specific geographic areas or clans. This composition demonstrates a mix of elected and appointed members, balancing democratic representation with community leadership within the council.

**Table 6: Groups represented in the district councils (n=275)**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday District	PWDs	No Disability	Total
Women	86.6% (110)	88.5% (131)	100.0% (92)	100.0% (98)	60.0% (51)	100.0% (20)	86.7% (221)	87.6% (241)
Youth	87.4% (111)	92.6% (137)	100.0% (92)	100.0% (98)	68.2% (58)	100.0% (20)	89.4% (228)	90.2% (248)
Elders	99.2% (126)	98.0% (145)	98.9% (91)	99.0% (97)	97.6% (83)	100.0% (20)	98.4% (251)	98.5% (271)
Religious leaders	61.4% (78)	61.5% (91)	27.2% (25)	94.9% (93)	60.0% (51)	95.0% (19)	58.8% (150)	61.5% (169)
IDPs	8.7% (11)	16.2% (24)	0.0% (0)	9.2%(9)	30.6% (26)	5.0% (1)	13.3% (34)	12.7% (35)
Minority clans	71.7% (91)	62.2% (92)	55.4% (51)	92.9% (91)	48.2% (41)	95.0% (19)	64.3% (164)	66.5% (183)
Persons with disabilities	44.9% (57)	35.8% (53)	2.2% (2)	85.7% (84)	28.2% (24)	75.0% (15)	37.3% (95)	40.0% (110)
Total	100.0% (127)	100.0% (148)	100.0% (92)	100.0% (98)	100.0% (85)	100.0% (20)	100.0% (255)	100.0% (275)

Among community members familiar with district councils, 91.6% believed these institutions were effective in facilitating reconciliations, while 93.8% expressed trust in them. Additionally, 92.7% viewed district councils as key players in Somalia reconciliation efforts, and 92.0% considered them capable of managing reconciliation activities within their districts (Table 7). However, findings from focus group discussions (FGDs) revealed that internally displaced persons (IDPs) felt underrepresented in district councils. Some community members also believed that clans should have equal representation, indicating a degree of mistrust. Furthermore, the FGDs highlighted FCA’s role in overseeing fair district council elections as a crucial contribution to inclusive governance. By ensuring the integrity of electoral processes, FCA enabled communities to elect representatives who genuinely reflect their needs and support development initiatives, thereby reinforcing democratic values. Through district councils, community-wide events, forums, and workshops are organized and remain accessible to all members, regardless of clan affiliation, ensuring broad participation and engagement. However, key informants emphasized the need for further evaluation of how the current national push for a "one person, one vote" system might impact the formation and mandates of district councils.

**Table 7: Perception of district councils (n=275)**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday district	PWDs	No Disability	Total
Effectiveness of district councils	89.8% (114)	93.2% (138)	97.8% (90)	100.0% (98)	75.3% (64)	100.0 %(20)	91.0% (232)	91.6% (252)
Trust of district councils	92.9% (118)	94.6% (140)	100.0% (92)	100.0% (98)	80.0% (68)	100.0 %(20)	93.3% (238)	93.8% (258)
Perceived importance of district councils to promote reconciliation	90.6% (115)	94.6% (140)	100.0% (92)	100.0% (98)	76.5% (65)	100.0 %(20)	92.2% (235)	92.7% (255)
Capability of district councils to	90.6% (115)	93.2% (138)	100.0% (92)	100.0% (98)	74.1% (63)	100.0 %(20)	91.4% (233)	92.0% (253)

..... *“The program has contributed to cohesion and reconciliation in Somalia by fostering dialogue between regional stakeholders, supporting peacebuilding initiatives, and addressing key issues like security, governance, and humanitarian needs”*  
 ..... [Women Group Leader]

**3.4-Program Efficiency [Evaluation Score= Good (4/6)]**

**3.4.1-Cost Efficiency [Evaluation Score= Excellent (5/6)]**

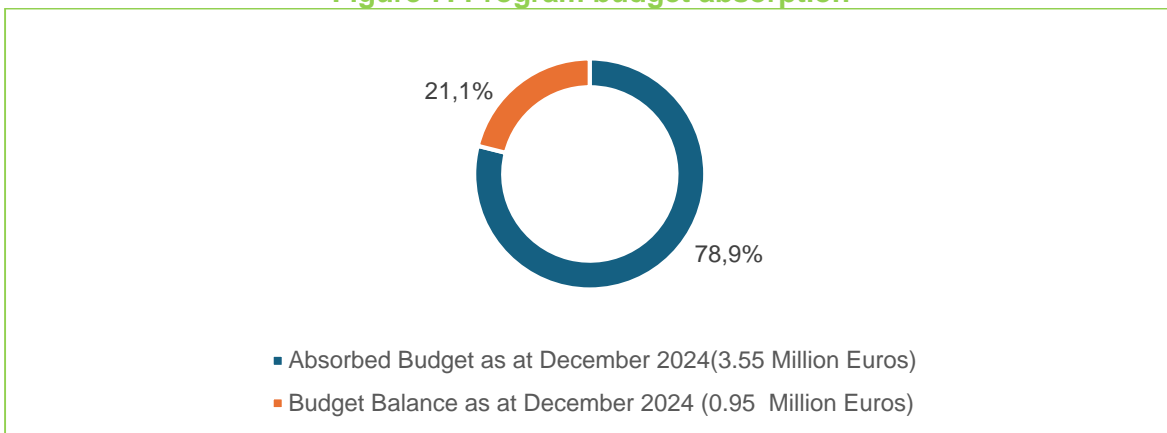
The MIDEYE project ensured that resources were used effectively to meet its goals. Budgeting and planning were carefully done to maximize impact while avoiding waste. Funds were allocated based on priority areas such as reconciliation efforts, community dialogues, and governance strengthening. Regular monitoring and evaluation helped track spending and ensure that resources were used where they were needed most. Regular monitoring of expenditure against the budget was maintained, and internal auditing procedures were in place to ensure financial accountability. From the program documents provided, the budget absorption patterns were aligned with the program proposal and the costed activity work plans. There were no circumstances necessitating revisions in the budgets, but the establishment and training of the district council Burhakaba district council was more costly than anticipated. All other operational cost were in line with the budget approximations. Unlike in Warsheikh district where the council existed and was only remobilized and strengthened, in Burhakaba district, the council was constituted from the grassroots and road transport in to and out of Burhakaba was also not possible hence air transport which was more costly. In addition, the launch of the district council in Burhakaba district was graced by the President of Southwest State of Somalia, which came with Community involvement also playing a role in making sure funds were used responsibly, as local leaders and stakeholders were part of the decision-making process. By focusing on high-impact areas and working closely with the community, the project was able to use its resources effectively to meet its goals.

Transparent procurement processes were followed, where goods and services were acquired through competitive bidding to get the best quality at the lowest cost. The project also used cost-effective consultants, opting for affordable but high-quality services to ensure that resources were used effectively. Regular audits and financial reviews were conducted to prevent misuse of funds. Additionally, strict guidelines were followed in implementation, ensuring that project activities were cost-effective and aligned with the overall objectives. This approach allowed for significant savings without compromising the quality of the work. Additionally, regular meetings and reviews ensured that every financial decision aligned with the project’s overall objectives, maximizing the return on investment. However, a negative outcome was the delay in procurement and

implementation due to political transitions. With changes in leadership, new negotiations were required to redefine roles, which slowed progress. Despite these setbacks, the project still contributed significantly to long-term governance stability and institutional development in the target areas. Program staff were termed as adequate (except year one where human resources distribution and quality was termed as poor) with technical experts strategically seconded to the targeted Ministries to oversee indirect program activities in these institutions on a daily basis including troubleshooting challenges. Training of staff and clear assignment of roles was reported as strategies already in place to address workload concerns. Some community level activities like sports, dialogues and mobilization of community members for integration sessions were undertaken by volunteers saving on costs. Lastly, trainings were conducted locally in the hotels within each district without pooling of participants from each district to one region which would have been expensive.

The responses from the district councils and ministry officials generally indicate satisfaction with the resources provided for implementing planned activities. Ministry officials also expressed agreement regarding the adequacy of resources. Finances were managed by FCA allowing for greater control over the allocated funds, ensuring that the budget line are aligned to the costed work plan and the program activities therein. By maintaining a clear focus on expenditure and budget management, the program effectively utilized its resources. With an initial budget of 4.5 million Euros, the program spent 3.55 million Euros on program activities as of December 2024, (Figure 7). Whereas the resources available were adequate to oversee the program activities a slow start of the program, the COVID-19 pandemic and political resistance to the establishment of district councils in Wanlaweyn district and Mahas district resulted in a slow budget absorption.

**Figure 7: Program budget absorption**



.....“Yes, there were mechanisms in place to ensure that project resources were used efficiently, a procurement team was responsible for collecting offers from suppliers and sub-partners and then selected the most suitable supplier based on the best pricing and quality..... [Program Staff]

..... “The project resources were managed efficiently by FCA, however some training participants expressed concerns about delays in the payment of transportation allowances, despite this issue, the overall resource management contributed effectively to achieving the intended objectives of the project..... [Partner Organization Representative]

.....*“To mitigate corruption, we minimized its impact by managing the funds directly through FCA. Ministry staff were responsible for preparing activities based on community needs, and our role was to select the most relevant activities that aligned with the project’s goals and to manage the budget effectively”*  
..... [Program Staff]

### **3.4.2-Time Efficiency [Evaluation Score= Good (4/6)]**

The program has adopted a participatory approach, engaging key stakeholders like government institutions, local communities, and district councils. This has ensured ownership and alignment of program interventions with the NRF objectives, local community needs and government ministries gaps. The evaluation team was satisfied with the roll out of program activities at three different levels (capacity building for government institutions, formation and strengthening of the district councils and the inter clan sports and cultural forums and grants at the community level) which is a commendable and financially sound approach to achieving reconciliation, social cohesion, accountability, and transparency in the program sites. Capacity building activities, including training and skills development, enhance the ability of stakeholders to implement program activities effectively. Moreover, the program prioritized inclusivity and gender mainstreaming, promoting gender equality and meaningful participation of women and youth in decision-making processes.

The feedback from various stakeholders, including staff underscores a consensus regarding the realism of the program targets, activities, and goals within the context of Somalia. Despite the volatile nature of the country and the challenges related to governance and clan conflicts, stakeholders affirm that the program's objectives aligned well with the local context. There's recognition that the program's approach, which include stakeholder consultation and an adaptive management style, has enhanced the realism of its outcomes. This acknowledgment suggested that the program had been carefully designed to address the unique challenges and opportunities present in Somalia, thereby increasing the likelihood of its success. Overall, the program was adaptive to the local dynamics in Somalia.

The program had slow start in years one due to elections in Somalia, the COVID-19 pandemic, clan conflicts and political resistance to the establishment of district councils. Internal clan clashes have hindered district council formations in Walaweyn (lower Shabelle region). Over the first year of the program, the program director was based in Helsinki (Finland) resulting in hierarchical decision making while her presence in Somalia (from the second year of the program) was linked to improved quality and timeliness of donor reports Further time inefficiencies were noted in late mid-term evaluation of the program (after years 3), late establishment of district councils in Warsheikh and Mahaday district and late capacity assessment of the line ministries, district councils and peace committees (last half of the final years) leaving limited time to implement the recommendations of these assessments to strengthen these critical institutions for program sustainability.

The project also faced several challenges, mainly due to Somalia's fragile political and security environment. Election-related tensions caused delays in some areas, as government institutions lacked a stable mandate to lead implementation. The 2022 military operations against Al-Shabaab also affected project timelines, especially in areas where security operations were ongoing. These factors led to delays in procurement processes and project implementation. To address these challenges, negotiations were held with the new government after leadership changes to redefine roles and ensure smooth continuation. Reconciliation processes were adjusted to ensure proper community selection under government leadership.

In the context of Somalia, no alternative strategies would have been cost effective for the kind of interventions being implemented under this program. Both service demand and service supply required changes hence interventions targeting both. Deliberate planning has resulted in a cost-effective approach to the program activities maximizing the use of available resources. The secondment of technical advisors in the targeted Ministries has been lauded as a cost-effective measure in that despite political transitions, this strategy has enabled the project to address critical gaps and maintain continuity. Lastly, partnership with a local organization with a deep understanding of local community governance structures has proven effective in problem-solving. By leveraging the expertise and network of the local partner, the program has been able to address challenges more efficiently and cost-effectively. This approach has been particularly effective during periods of political conflict and government transitions, ensuring that the project remains aligned with local needs and priorities. Thus, a combination of meticulous planning for cost-effectiveness, government-led design, and collaboration with a strong local partner has optimized resource utilization and enhanced the program's impact on the ground.

..... *“The objectives of the program were realistic and achievable, but barriers such as political instability, lack of resources, and the exclusion of people with disabilities hinder success. Without addressing accessibility and inclusivity, the objectives may not be effectively met in the context of our district”* ..... [PWD in Mahaday district]

..... *“Yes, the program objectives were realistic and achievable. The program has already made significant progress in promoting social cohesion and reconciliation”* ..... [Politician]

..... *“Yes, the program objectives are realistic and achievable in this region because they are designed to address key challenges, such as promoting dialogue and building trust among communities, while considering the available resources and local context”* ..... [Women Group Leader]

### **3.5-Program Impact [Evaluation Score =Excellent (5/6)]**

After four years of program implementation, the evaluation team documented the program's immediate impacts at the community level. Several changes have been observed, including: increased participation of marginalized groups, particularly women and youth, in decision-making processes; strengthened oversight by district committees, fostering public trust and legitimacy in state governance; greater awareness and understanding of both the national reconciliation framework and the Wadajir framework among key stakeholders, including government officials, community leaders, and civil society organizations; improved social cohesion and community resilience through community-driven selection of district authorities representing all clans; a noticeable decline in violence and conflicts, indicating the effectiveness of peacebuilding and conflict resolution efforts; more inclusive decision-making; and enhanced conflict resolution mechanisms. The project has led to positive changes in reconciliation, governance, and social cohesion. Communities have become more open to dialogue, leading to better cooperation and reduced conflicts. Local peace initiatives have become community-driven, making them more effective. On governance, the project helped strengthen local institutions and policies, leading to more transparency and trust between the people and authorities. Social cohesion also improved, as there was more cooperation across different groups. People began working together on common issues, and events and projects became more inclusive, helping build a sense of unity and shared responsibility within the community.

The changes observed were positive, particularly in terms of reconciliation and social cohesion, the clans were pleased with the formation of the district councils, which consisted of 1/3 females

and representation of all clans (minority and majority) in the communities, every clan had good representation, which contributed to their satisfaction. In the past, lack of adequate representation in politics led to challenges and conflicts among the clans, however, the district council formation addressed this issue by ensuring that every clan received the representation they expected, creating a more harmonious and collaborative environment.

The project has played a key role in improving the participation of women, youth, and marginalized groups. Women were given more leadership opportunities in community projects, and they gained better access to education and economic opportunities. There was also more focus on protecting women's rights and advocating for their needs. For youth, the project provided opportunities to engage in decision-making and gave them skills through leadership and entrepreneurship programs. Marginalized groups, including people with disabilities and minority clans, were included through social inclusion programs, ensuring they were represented in local governance and had access to vital services like healthcare, education, and financial support.

The MIDEYE project has had a significant impact on reconciliation, governance, and social cohesion. It encouraged open dialogue, reducing conflicts and fostering better cooperation. Community-driven peace initiatives became more effective, allowing active participation in resolving tensions. In governance, the project strengthened local institutions and policies, making decision-making processes more transparent and building trust between citizens and authorities. Social cohesion improved as diverse groups collaborated on shared goals, creating unity and collective responsibility. The MIDEYE project also empowered women, youth, and marginalized groups. Women took on leadership roles, gained better access to education and economic opportunities, and saw their rights better protected. Youth were involved in decision-making and received leadership and entrepreneurship training, becoming more engaged in community development. Marginalized groups, including minority clans and people with disabilities, were included in local governance, ensuring their voices were heard. Through awareness campaigns and policy support, the project fostered an inclusive environment where everyone, regardless of their background, had opportunities to contribute to governance and peace efforts. These actions helped build a more unified community where all groups felt valued in shaping the future.

Still on the positive side, the introduction of seconded advisors had a much larger impact than expected. These advisors improved government efficiency by providing technical guidance and strengthening coordination between different levels of government. Another positive outcome was that the reconciliation process became more structured, as government leadership ensured better community representation. On the negative side, there was a financial dependency built around ministries and district councils with the activities in these institutions is unlikely to be vibrant without external aid due to poverty in communities and limited budgets in the ministries.

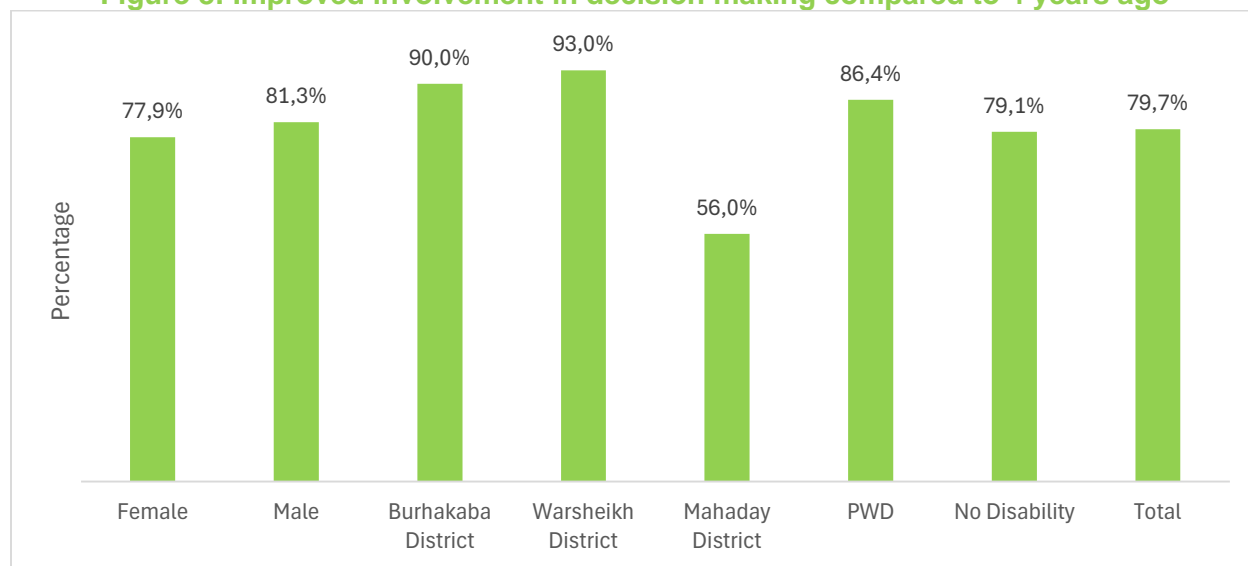
Traditional elders, youth, and women played a crucial role in resolving disputes, strengthening relationships, and building trust. In governance, inclusive district councils were established, and FCA formed district peace committees, providing offices for these committees to enhance their role in peacebuilding. Decision-making became more transparent and participatory, and social cohesion improved as people from various backgrounds worked together for peace and unity. While the community played an active role, credit for the success was largely attributed to the government, as they were on the frontline in implementing these changes. The program has helped improve cohesion and reconciliation by fostering dialogue, building trust among communities, and addressing underlying conflicts.

The MIDEYE project led to many inspiring changes within communities, particularly in reconciliation, governance, and inclusion. Rival clans that had been in long-standing conflict

successfully reached peace agreements through structured dialogues, fostering coexistence and collaboration. Women made significant strides in leadership, securing positions in both federal and regional levels. For example, in Warsheikh, FCA played a supportive role in ensuring a woman was appointed as a minister, while more women gained seats in district councils, allowing them to influence governance decisions. Youth, who were previously disengaged, became actively involved in peacebuilding, organizing forums and awareness campaigns to promote unity. People with disabilities, who had been largely excluded from governance, gained representation and a stronger voice in decision-making. A major structural achievement was the formation of district peace committees with dedicated offices, enabling them to manage disputes and maintain stability effectively. These collective efforts strengthened governance and social cohesion, with the government taking the lead in implementation while FCA and partners provided crucial support behind the scenes to ensure success.

Across the program evaluation sites, 79.7% of the community members reported improved involvement and engagement in decision making by the government ministries and district municipals and this included 77.9% females, 81.3% males and 86.4% PWD (Figure 8). A low score of 56.0% was recorded in Mahaday district where the district council was established last alluding to more time requirements to build trust in government institutions. From the FGDs those not involved on decision making cited weak Institutional structures (local government institutions that were often underfunded, lacked trained personnel, and had limited enforcement capacity, limited civil society engagement due to funding constraints and political suppression and trust deficit following years of weak governance, corruption, and conflict that had eroded public trust in government processes, leading to apathy and disengagement from political participation.

**Figure 8: Improved involvement in decision making compared to 4 years ago**



Overall, 61.3% of the community members reported a decline in inter clan and inter communal conflicts with the relevant Ministries and district councils being reported to have resolved longstanding conflicts between communities in Warsheikh district. A further 23.3% reported that there was no change in the frequency and number of conflicts while 15.3% reported increased intercommunal and inter-clan conflicts (Table 8). Analysis of focus group discussions revealed several notable achievements, including successful peace negotiations facilitated by the government-led MIDEYEE program, which has played a key role in conflict resolution. Additional

factors contributing to reduced conflicts include improved access to humanitarian aid, economic development, and the presence of peacekeeping forces, all of which have been instrumental in fostering sustained peace and stability in program sites. Notably, peace talks between warring factions in neighbouring communities have led to a significant reduction in inter-communal tensions and hostility.

**Table 8: Conflicts**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday District	PWD	No Disability	Total
Increased	15.2% (22)	15.5% (24)	8.0% (8)	4.0% (4)	34.0% (34)	4.5% (1)	16.2% (45)	15.3% (46)
Remained the same	22.8% (33)	23.9% (37)	27.0% (27)	7.0% (7)	36.0% (36)	13.6% (3)	24.1% (67)	23.3% (70)
Decreased	62.1% (90)	60.6% (94)	65.0% (65)	89.0% (89)	30.0% (30)	81.8% (18)	59.7% (166)	61.3% (184)
Total	100.0% (145)	100.0% (155)	100.0% (100)	100.0% (100)	100.0% (100)	100.0% (22)	100.0% (278)	100.0% (300)

.....“Overall, violence has decreased over the past three years, there has been only one isolated incidence” ..... [Town Mayor]

Still from the evaluation interviews, 65.0% of the community members reported to fully trust communities and clans they had ever conflicted with (least in Maday district at 37.0%), while 25.7% reported moderate trust and 9.3% had no trust at all for the communities and clans they had conflicts with (Table 9). From the FGDs, the low trust levels among community members, despite a significant portion (65%) reporting full trust in previously conflicted communities and clans, were attributed to several key factors including: lingering grievances and trauma, unresolved disputes, lack of consistent engagement, fear of recurrence, influence of leadership and elders, social and economic inequalities, cultural and historical factors, and propaganda and misinformation. 25.7% of respondents who reported moderate trust likely reflect individuals who are in a transitional stage—willing to engage but still cautious due to some of the reasons above.

**Table 9: Trust for communities and clans they had been in conflict with**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday District	PWD	No Disability	Total
Fully trust them	57.9% (84)	71.6% (111)	76.0% (76)	82.0% (82)	37.0% (37)	77.3% (17)	64.0% (178)	65.0% (195)
Moderately them	30.3% (44)	21.3% (33)	23.0% (23)	13.0% (13)	41.0% (41)	18.2% (4)	26.3% (73)	25.7% (77)
Do not trust them at all	11.7% (17)	7.1% (11)	1.0% (1)	5.0% (5)	22.0% (22)	4.5% (1)	9.7% (27)	9.3% (28)
Total	100.0% (145)	100.0% (155)	100.0% (100)	100.0% (100)	100.0% (100)	100.0% (22)	100.0% (278)	100.0% (300)

Given that sharing of water and grazing lands is one of the most common causes of conflict in Somalia, particularly among pastoralist communities, the evaluation team delved on this matter and only 67.7% of the community members felt fully welcome by other communities to share this scarce resource while 27.0% reported to be moderately welcomed and 5.3% did not feel welcome at all (Table 10). From the FGDs, several factors contributed to these feelings namely scarcity of the two resources, climate change and drought, lack of clear land and water rights, clan-based

competition, weak governance and dispute resolution mechanisms, armed militias or political actors who exploit resource disputes for their own interests and population growth and urbanization increasing tensions between settled farmers and nomadic herders.

**Table 10: Community members welcome to share water and pastures with other communities**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday District	PWD	No Disability	Total
Fully welcomed	63.4% (92)	71.6% (111)	82.0% (82)	80.0% (80)	41.0% (41)	77.3% (17)	66.9% (186)	67.7% (203)
Moderately welcomed	29.7% (43)	24.5% (38)	18.0% (18)	20.0% (20)	43.0% (43)	22.7% (5)	27.3% (76)	27.0% (81)
Not welcomed at all	6.9% (10)	3.9% (6)	0.0% (0)	0.0% (0)	16.0% (16)	0.0% (0)	5.8% (16)	5.3% (16)
Total	100.0% (145)	100.0% (155)	100.0% (100)	100.0% (100)	100.0% (100)	100.0% (22)	100.0% (278)	100.0% (300)

Only 46.3% of the community members reported satisfaction with local government services provision in their areas of residence with the highest proportion being in Warsheikh district and the lowest being in Mahaday and Burhakaba district (22.0% and 33.0%). A further 29.3% were neither satisfied nor dissatisfied with services while 24.3% were not satisfied with the services offered (Table 11). From the FGDs reasons for dissatisfaction with services delivery were weak institutional capacity characterized by lack of technical expertise, funding, and infrastructure to effectively deliver essential services such as water, healthcare, education, and security, reports of misallocation of resources, bribery, and favouritism undermining service delivery, limited revenues, often dependent on external aid or weak taxation systems, making it difficult to maintain and expand services, insecurity resulting in disruption of local governance and making it difficult for authorities to provide consistent services, lack proper roads, electricity, and communication networks, making service delivery slow and inefficient, inequitable service distribution with some regions receiving better services than others due to political favouritism, geographic isolation, or insecurity, leading to perceptions of marginalization and exclusion, and slow response to emergencies like drought, floods, or other crises.

**Table 11: Satisfaction with the availability of local government services**

	Female	Male	Burhakaba District	Warsheikh District	Mahaday district	PWD	No Disability	Total
Dissatisfied	28.3% (41)	20.6% (32)	24.0% (24)	0.0% (0)	49.0% (49)	0.0% (0)	26.3% (73)	24.3% (73)
Neutral	27.6% (40)	31.0% (48)	43.0% (43)	16.0% (16)	29.0% (29)	18.2% (4)	30.2% (84)	29.3% (88)
Satisfied	44.1% (64)	48.4% (75)	33.0% (33)	84.0% (84)	22.0% (22)	81.8% (18)	43.5% (121)	46.3% (139)
Total	100.0% (145)	100.0% (155)	100.0% (100)	100.0% (100)	100.0% (100)	100.0% (22)	100.0% (278)	100.0% (300)

In terms of the intended outcomes, in Burhakaba district, the relevant ministry requested for support to reform the district council after their mandate came to an end which was not a planned activity under the program. Ultimately, the timely execution of the reforms turned into a positive outcome, as it helped avoid potential conflicts and ensured that the community benefited from a well-functioning council. In addition, the extensive community-level mobilization across program sites has strengthened grassroots reconciliation efforts beyond the project's original scope. Lastly, there were negative unintended outcomes like disruption of market activities during elections, and program meetings to reshape community interactions and economic activities. Another

unintended outcome was that during the training was some participants experienced emotional distress, as the content often triggered memories of past traumatic events, such as explosions and killings, this led to some participants crying during the sessions and, in some cases, struggling to fully engage in the training, while these reactions were challenging, they also highlighted the importance of addressing trauma within the community and underscored the need for ongoing support and healing.

..... *“One notable story of change comes from the district of Burhakaba district. Initially, a small self-declared leadership group was managing the district affairs without the community’s involvement and satisfaction, however after MIDEYE program interventions, it became possible to establish a district council, this allowed the community to have proper representation, and they finally felt satisfied and valued in decision making in this district”* ..... [Male Community Member in a FGD, Burhakaba District]

..... *“An unintended outcome during the training was that some participants experienced emotional distress, as the content often triggered memories of past traumatic events, such as explosions and killings, this led to some participants crying during the sessions and, in some cases, struggling to fully engage in the training”* ..... [Partner Organization Representative]

..... *“The support has significantly improved how I carry out my duties by equipping me with better tools and knowledge to handle reconciliation tasks. For instance, the training on conflict resolution has helped me mediate disputes more effectively, and the resources provided have made it easier to engage communities in productive dialogue”* ..... [Women Group Leader]

..... *“As an influencer in the region, the training provided to us has helped me to improve my coverage and reporting duties while ensuring sensitivity during media activities but also promoting cohesion through our bulletins”* ..... [Journalist]

### **3.6-Program Coordination [Evaluation Score = Excellent (5/6)]**

The MIDEYE project coordinated very well with government agencies, local organizations, and other stakeholders. The project involved key local stakeholders from the beginning, ensuring their active participation in planning and decision-making. Regular meetings were held with government agencies and other partners, such as local organizations, to align activities and ensure that everyone was working towards the same goals. The project maintained strong coordination with government agencies, local organizations, and community leaders at every stage. Government institutions were engaged from the beginning, ensuring that project activities aligned with national frameworks like the Wadajir Framework and NRF. Local organizations, elders, and religious leaders played a key role in mobilizing communities and supporting reconciliation efforts. Peace committees and district councils were also involved, strengthening local governance and decision-making processes. Regular meetings, joint planning sessions, and continuous communication ensured that all stakeholders were informed and working together towards shared goals. FCA specifically focused on pre-activity support, such as capacity-building and preparation, while other stakeholders took the lead in post-activity support programs to sustain the project’s impact. This inclusive approach fostered a sense of shared responsibility, leading to better coordination and long-term stability.

FCA and NRTP coordinated their roles and responsibilities effectively, FCA focused on activities related to good governance, while NRTP brought expertise in mediation and reconciliation activities. This collaboration helped improve communication and coordination between all parties, making it easier to address challenges and move forward with the project's objectives. The close involvement of local government institutions and the community in the reconciliation and governance processes also helped ensure that the project's impact was sustainable and widely supported. While the coordination between diverse groups was generally strong, there were occasional gaps or overlaps in certain areas. For example, during times of political or security instability, coordination efforts were temporarily slowed down, which sometimes led to delays in the implementation of certain activities. In some regions, different stakeholders, such as local NGOs or government agencies, may have had overlapping roles, leading to some confusion about who was responsible for specific tasks. However, these challenges were addressed by improving communication and clarifying roles and responsibilities. Regular review meetings helped to ensure that any coordination issues were resolved promptly and that activities were being carried out efficiently without duplication of efforts. Overall, while there were some minor coordination challenges, they were addressed effectively, and the project continued to make progress toward its goals.

FCA and NRTP worked closely together, ensuring smooth coordination and clear role division. FCA provided technical and financial oversight, while NRTP used its strong network of community and religious leaders to support program activities. NRTP contributed its expertise in peacebuilding, mediation, and reconciliation at national, regional, state, and district levels. This joint implementation enhanced the project's capacity to address grievances and strengthen inclusive governance by uniting people from all segments of Somali society to build a new social contract and a shared vision for a common future, thereby contributing to a more stable and peaceful Somalia. Regular meetings, joint planning sessions, and progress reviews helped maintain alignment. Both organizations shared information openly, which improved decision-making and reduced delays. Their cooperation ensured that the project stayed on track and achieved its intended results efficiently. FCA and NRTP worked together very efficiently, with clear roles and responsibilities. FCA provided technical and financial oversight, ensuring that the project was executed as planned and adhered to the budget. NRTP focused on the actual implementation of the activities on the ground. Regular meetings, joint planning, and progress reviews were held to ensure smooth coordination and effective communication between the two organizations. Both organizations shared information openly, which made decision-making easier and helped avoid delays. Their strong collaboration helped the project run smoothly, ensuring that activities were completed on time and the expected results were achieved. This efficient coordination between FCA and NRTP played a key role in the success of the project.

There were no major overlaps or gaps in coordination because of the strong communication and cooperation between all stakeholders. The project ensured that each group had clearly defined roles, preventing duplication of efforts. Regular discussions and structured engagement helped align activities with government priorities and community needs. The strong relationships between different actors, including civil society, elders, and government institutions, ensured smooth collaboration. Additionally, continuous follow-up and post-activity support by other stakeholders strengthened long-term partnerships, making sure that reconciliation and governance efforts remained effective even after the project ended. While FCA focused on pre-activity support, we remained available to assist if needed during the post-activity phase, ensuring a smooth transition and continued impact of the project.

The project was monitored through regular field visits, progress reports, stakeholder feedback, and data collection tools. The project was highly effective in strengthening national and local

capacity to implement the NRF and Wadajir Framework. It supported government leadership in reconciliation efforts by focusing on policy formulation and institutional development. A key part of this was training government officials and local leaders on governance, conflict resolution, and technical management. Additionally, the seconded advisors were assigned to government institutions, with salaries covered by the project. These advisors helped fill skill gaps in key government offices, ensuring that policies were implemented effectively. Their presence also improved coordination between national and local governments, making service delivery more efficient. These efforts reduced the risk of relapse into instability by making governance structures stronger and more inclusive.

The synergies and complementarity among agencies and the government were however limited to design, implementation and field-level coordination. No evidence from the evaluation was found on how the project had ensured synergies and complementarity within the different other programmes in the targeted districts or any other implementing organizations, including other donors in the same portfolio. Similarly, there was no active participation in the relevant cluster meetings by program staff and there was no cross-sharing of programming knowledge, lessons learnt and best practices with other agencies. This was mainly due design of the project and the absence of critical conditions for running a nexus approach in the project design. This would have involved strong government leadership, as well as specific laws to deal with protracted humanitarian crises and conflict drivers in national development or peace planning and analysis. Lastly, working space for district councils, and peace committees were not well planned and coordinated under the program hence dissatisfaction over the same with the likelihood of undermining sustainability and efficiency of these groups.

..... *“A point I would critique they are lacking is basic resources like office space to conduct work properly”* ..... [Town Mayor]

..... *“NRTP and FCA held joint coordination meetings throughout the project, while overall coordination was effective, we did face some challenges, particularly around security coordination, staff from Nairobi who visited Baidoa to facilitate the training expressed concerns about their safety. We discussed these concerns with the FCA team, and security issues were addressed, despite this, other aspects of coordination went smoothly and contributed to the project’s success”* ..... [Partner Organization Representative]

### **3.7-Program Sustainability [Rating =Good (4/6)]**

Some of the benefits of the MIDEEYE Project are highly likely to continue after its completion. This is because the project has built a solid foundation in areas like governance, reconciliation, and community engagement. By setting up district peace committees and inclusive local councils, the project ensured that peacebuilding efforts remain active. Local communities have taken ownership of these initiatives, and these systems are now embedded within the local governance structures, which will help sustain the progress made even after the project ends.

Local institutions and stakeholders appear well-prepared to sustain the outcomes achieved. The formation of the district councils, which include broad representation from different clans, has established a strong foundation for continued governance and cooperation, the councils will continue to function every four years, ensuring ongoing administrative activities. The district councils have a mandate of four years, and every four years, a new group will continue the administrative activities in the districts. Additionally, the project has fostered reconciliation among the clans, ensuring that every clan feels represented and satisfied, and this has helped reduce

conflicts and promote lasting harmony, making it likely that the benefits will continue over time. Furthermore, the reconciliation efforts and increased satisfaction in inclusivity among the clans have contributed to a more stable and cooperative environment.

The establishment of district peace committees and inclusive local councils ensures that peacebuilding and conflict resolution efforts remain active. Additionally, by strengthening the role of local leaders, youth, and women in decision-making, the project has fostered a sense of responsibility within the community to sustain these achievements. Government involvement at the forefront further enhances sustainability, as policies and structures developed through the project align with national frameworks, making it easier to integrate them into long-term governance.

Local institutions and stakeholders are well-prepared to sustain the outcomes achieved by the MIDEEYE project. The project focused on strengthening local governance by providing training programs for local institutions and stakeholders, including government bodies and community leaders. These institutions are now better equipped with the skills, knowledge, and resources needed to continue managing peacebuilding initiatives independently. The close coordination with the government also ensured that the activities aligned with national frameworks, further reinforcing the institutions' capacity to sustain the outcomes. Local institutions and community leaders are well-prepared to continue the work of the project. They received training and support to help them manage peace and governance activities on their own. District councils, government offices, and peace committees now have the skills needed to lead reconciliation efforts. The project also made sure that community members were part of decision-making so that progress would continue without outside help. By working together, elders, government officials, and civil society groups have built strong relationships, making it easier to handle future challenges and keep peace in the long run.

From the KIIs administered and the institutional capacity assessment conducted in August 2024, the recommendations of having tailored capacity strengthening activities were yet to be fully rolled out. As such, all the institutions have inherent weaknesses despite high knowledge and clear direction of the program requirements. Despite the Ministries high understanding of their mandate, there was a need for enhanced capacity-building training in various areas, including integrating NRF into government plans, conflict management, resource management, coordination and information sharing, monitoring and evaluation, leadership, and governance. Ministries also faced challenges related to a lack of funding and resources. No ministry has established a clear structural framework defining the roles of staff involved in NRF implementation and their interactions with external stakeholders. On the other hand, traditional and religious leaders had limited knowledge of specific NRF components, such as interwoven pillars and milestones and there was a need for targeted trainings and resources tailored to their cultural and traditional contexts to deepen their understanding. On the other hand, women groups had varied knowledge of detailed NRF strategies and milestones and thus needed more comprehensive training on NRF implementation and its impact on gender equality. Youth group leaders had significant cultural and political barriers hindering full participation and ability to influence. The youths also lacked resources to continue with programmatic activities beyond the life of the program. The program team effortlessly mainstreamed minority communities into the social cohesion, governance and reconciliation activities but they were not optimally prepared to continue with program activities.

Assessment of the district councils in Burhakaba and Warsheikh districts indicated that they lacked proper revenue collection and management systems; had limited capacity for effective service delivery; lacked adequate training of council personnel on effective execution of their roles and responsibilities; lacked and had limited willingness to collaborate with partners; and

inadequate physical infrastructure and offices for their activities. District peace committees are characterized by poor record keeping, and weak linkages to the government institutions. They also lack technical capacity for mediation, reconciliation, and trauma counselling, which are key to the role. The district councils only have power to deliberate upon disputes and make recommendations but have no power to enforce the ruling made. This is a big challenge especially where the government goodwill is lacking. These committees also lack guidelines for standardized dispute resolution given that their leadership had varying literacy levels.

To ensure local ownership and long-term sustainability, the MIDEEYE Project adopted a Somali-led approach where local communities played a central role in decision-making and implementation. Local representatives were involved in leading the reconciliation efforts through district peace committees and councils. The project also provided continuous training and technical support to local institutions, enabling them to manage peace initiatives on their own. By aligning the project with national frameworks like the Wadajir Framework and NRF, it ensured that local institutions and stakeholders are prepared to continue the work even after the project ends. The focus on community-led initiatives has also helped foster a sense of responsibility among local communities to maintain the progress achieved.

Whereas the program has had notable impacts at the community level, beneficiaries still face challenges in the areas of historical grievances (66.3%), resource disputes (87.0%), political interference (58.3%), lack of trust among clans (55.3%) and unresolved issues (39.3%) which the district councils and ministries will need to address to avoid loss of the gains made under the program (Table 12). FGDs indicated that many beneficiaries still bear the weight of unresolved historical issues, likely stemming from past conflicts, injustices, or grievances related to land, resources, and political exclusion while access to and control over resources—such as land, water, and economic opportunities—remain contentious issues, political dynamics in the program site is complex, with clan-based politics often influencing decision-making processes at the local level, the lack of trust makes it difficult for communities to collaborate effectively in governance processes and outstanding grievances, conflicts, or unmet needs that still persist in the communities.

**Table 12: Challenges to reconciliation in the communities**

	Female	Male	Burhaka ba District	Warsheikh District	Mahaday District	PWD	No Disability	Total
Historical grievances	64.1% (93)	68.4% (106)	57.0% (57)	78.0% (78)	64.0% (64)	59.1% (13)	66.9% (186)	66.3% (199)
Resource disputes	86.9% (126)	87.1% (135)	76.0% (76)	93.0% (93)	92.0% (92)	95.5% (21)	86.3% (240)	87.0% (261)
Political interference	57.2% (83)	59.4% (92)	73.0% (73)	34.0% (34)	68.0% (68)	50.0% (11)	59.0% (164)	58.3% (175)
Lack of trust among clans	47.6% (69)	62.6% (97)	59.0% (59)	36.0% (36)	71.0% (71)	54.5% (12)	55.4% (154)	55.3% (166)
Unresolved issues	35.9% (52)	42.6% (66)	29.0% (29)	30.0% (30)	59.0% (59)	9.1% (2)	41.7% (116)	39.3% (118)
Total	100.0% (145)	100.0% (155)	100.0% (100)	100.0% (100)	100.0% (100)	100.0% (22)	100.0% (278)	100.0% (300)

To sustain the gains made in local governance, community members indicated the need for increased citizen participation (83.7%), improved service delivery (59.0%), transparency and accountability (56.3%), inclusivity in the district council formations (52.7%) and inclusivity in decision making (29.7%)-Table 13. FGDs indicated a desire for a more inclusive, bottom-up approach to governance, where citizens feel their voices are heard and their needs are

addressed, practical improvements in essential services such as healthcare, education, water, and infrastructure, ensuring that public resources are used efficiently and that officials act in the public's interest, continued inclusivity to reflect the diversity of the population, whether along lines of gender, clan, and other social groups and decision-making processes involve a wider range of stakeholders.

**Table 13: Measures that would improve local governance**

	Female	Male	Burhak aba District	Warsheikh District	Mahaday District	PWD	No Disabili ty	Total
Increased citizen participation	83.4%(121)	83.9%(130)	73.0%(73)	96.0%(96)	82.0%(82)	86.4%(19)	83.5%(232)	83.7%(251)
Improved service delivery	45.5%(66)	71.6%(111)	55.0%(55)	64.0%(64)	58.0%(58)	72.7%(16)	57.9%(61)	59.0%(177)
Greater transparency and accountability	49.0%(71)	63.2%(98)	46.0%(46)	70.0%(70)	53.0%(53)	81.8%(18)	54.3%(51)	56.3%(69)
Inclusivity in district council formation	50.3%(73)	54.8%(85)	49.0%(49)	47.0%(47)	62.0%(62)	54.5%(12)	52.5%(46)	52.7%(58)
Inclusivity in decision making	26.2%(38)	32.9%(51)	33.0%(33)	18.0%(18)	38.0%(38)	13.6%(3)	30.9%(86)	29.7%(89)
Total	100.0%(145)	100.0%(155)	100.0%(100)	100.0%(100)	100.0%(100)	100.0%(22)	100.0%(278)	100.0%(300)

.....“While the program has been helpful, some needs remain unmet. For example, there is still a lack of long-term follow-up and support for implementing reconciliation strategies at the community level. Additionally, more localized training sessions tailored to the specific challenges of our region would enhance the program’s impact” ..... [Women Group Leader]

### **3.8-Cutting Evaluation Themes-Human Rights, Minority, Disability and Gender Mainstreaming [Evaluation Score = Excellent (5/6)]**

The MIDEYE project put in place strong accountability measures to protect beneficiaries and ensure their voices were heard. Several feedback channels were established, including a hotline number, complaint response action (CRA) boxes placed in districts, and data collection systems that tracked concerns and needs. Regular community meetings and consultation forums were also held, allowing beneficiaries to express their views and suggest improvements. To ensure that feedback led to real action, a structured data handling system was set up, where all feedback was recorded, analysed, and used to create an action plan for addressing issues. Independent monitoring teams oversaw project activities to ensure resources were used properly, and a complaints mechanism allowed beneficiaries to report concerns confidentially. The project also ensured transparency by regularly updating communities on progress and decisions. These measures helped strengthen trust between the project team, government institutions, and the community, ensuring that beneficiaries' needs were prioritized and their rights protected.

To ensure accountability, the project created multiple channels for beneficiaries to share their feedback and concerns. This included setting up hotline numbers for direct reporting, community suggestion boxes placed in districts, and regular data collection to track community needs and challenges. Additionally, structured dialogue sessions and consultation meetings allowed community members to voice their opinions. A clear action plan was developed based on the feedback received, ensuring that concerns were addressed, and improvements were made. Safeguarding measures were also in place to protect vulnerable groups, including women, children, and persons with disabilities, making sure they had a safe platform to express their needs. Monitoring teams continuously assessed project activities to maintain fairness, transparency, and accountability. Accountability measures also included CRM training for both

staff and beneficiaries of FCA. This training enabled beneficiaries to understand how to provide feedback and report any concerns they might encounter, ensuring their voices are heard and safeguarding their interests throughout the project. A beneficiary safeguarding policy was in place, it was mandatory for program staff to read, understand it, commit to, adhere to it, and sign it before engaging with the project. This policy helped ensure that the well-being of beneficiaries was protected throughout the project implementation process.

Citizens' participation in the MIDEEYE project was strengthened by ensuring their active involvement in decision-making, planning, and implementation. Community members, including elders, women, youth, and marginalized groups, played key roles in shaping project activities to reflect local priorities. Public forums, community meetings, and awareness campaigns were used to promote dialogue, allowing people to share their concerns and contribute ideas. Special consideration was given to children with disabilities by ensuring that project activities were inclusive and accessible. Families of children with disabilities were encouraged to participate, creating a supportive environment where their voices were heard. Gender equity was a core aspect of the program, with women being actively included in leadership roles, particularly in district peace committees and governance structures. The project provided training and support to enhance women's participation in reconciliation and decision-making processes, ensuring their contributions were valued. Human rights were promoted through policies that emphasized fairness, inclusion, and justice, reducing discrimination and increasing access to essential services such as education, healthcare, and legal assistance. Organizations representing persons with disabilities were engaged in consultations to ensure the program addressed their specific needs, making it more inclusive and effective. People with disabilities were directly involved in governance and peacebuilding initiatives, ensuring they had an active role in shaping their communities. Minority groups and clans were also integrated into the program by promoting their representation in governance structures, ensuring equitable access to resources, and strengthening their role in decision-making. By adopting an inclusive and community-driven approach, the MIDEEYE project fostered a sense of ownership among all groups, ensuring long-term sustainability and stronger social cohesion.

Citizens' participation was promoted effectively throughout the program, the formation of the district councils, which included broad representation from various clans, ensured that community members were actively involved in decision-making processes. The program encouraged citizen participation by involving community members, including elders, women, and youth, in decision-making and implementation. Public forums and community meetings were organized to give people a space to share their views and contribute to shaping the project. Children with disabilities were considered by ensuring that activities and spaces were accessible, allowing their families to take part in peace and governance efforts. Gender equity was strengthened by ensuring women were actively involved in leadership, particularly in district peace committees and governance structures. The program created platforms for women to participate in reconciliation and decision-making processes. Human rights were promoted by focusing on fairness, inclusion, and justice, with a strong commitment to reducing discrimination. Organizations supporting persons with disabilities were engaged to ensure their concerns were addressed, and people with disabilities were directly involved in local governance and peace efforts. They participated in discussions, decision-making, and community-building activities. Minority groups and clans were also included at every stage, ensuring they had a voice in governance. This inclusive approach fostered ownership, strengthened social cohesion, and increased the likelihood of long-term sustainability.

Human rights were promoted under the program by fostering inclusivity and representation for all community members, particularly women, youth, and marginalized groups. Persons living with disabilities were engaged in the program by ensuring they received representation in the district

councils. The project also placed special priority on the participation of women, youth, and marginalized groups, ensuring they received significant representation in the district councils, this approach helped to amplify their voices and enhance their involvement in decision-making processes. For example, in Warsheikh, FCA played a supportive role in ensuring a woman was appointed as a minister, while more women gained seats in district councils, allowing them to influence governance decisions. Minority community groups and clans were actively mainstreamed into the program through the formation of district councils that included diverse representation from all clans.

.....“Gender equity has been effectively mainstreamed in the program by actively involving women in the training sessions on conflict management, trauma healing, and governance” ..... [Partner Organization Representative]

..... “Women received leadership training and secured roles in governance, helping shape policies” ..... [Female Community Leader]

.....“Youth actively engaged in conflict resolution and community development, becoming a key part of the peace process” ..... [Youth in a FGD]

.....“Marginalized groups, including people with disabilities and minority clans, were included in governance structures, ensuring they had a say in decisions that affected them” ..... [District Council Member]

### **3.9- Best Practices and Lessons learnt From the Implementation of the Program**

#### **3.9.1-Best Practices in the Program**

The following best practices were documented from the implementation of the MIDEYEE program:

- **Adaptive Programming:** Ensuring that the MIDEYEE program was flexible and adaptive, especially in volatile environments such as Mahas, Walaweyn and Diinsoor through quick shifts in strategies to remain relevant.
- **Inclusivity in Decision-Making-**Integrating marginalized voices—such as women, youth, and persons with disabilities—into governance and reconciliation processes which strengthened social cohesion and trust. Ensuring women’s participation in leadership roles and governance structures also proved to be a successful strategy in strengthening social cohesion. Engaging youth in peacebuilding and reconciliation activities to break cycles of violence offered alternatives to extremist ideologies. Youths under the program were often both victims and agents of change.
- **Community Ownership and Engagement-**Throughout the program, various measures were put in place to ensure local ownership of the program by community members, their leaders and groups and government structures to integrate local voices and foster community ownership for sustainability. Empowering local communities by identifying and supporting local leaders who can champion social cohesion efforts was crucial for the program to be community-led, as external interventions may not have been successful without local buy-ins.
- **Multi-Stakeholder Collaboration-**Involvement of local leaders, traditional and religious authorities, politicians, journalists and civil society organizations which enhanced legitimacy and effectiveness in peacebuilding efforts.
- **Capacity Building for Long-Term Sustainability-**Investing in skill development and training for local communities ensures that reconciliation programs continue beyond external support.
- **Institutional Integration of Peacebuilding Efforts-**Linking reconciliation programs with local governance structures helps institutionalize peace initiatives and promote stability. District

Peace Committees became an effective local structure for resolving conflicts. These committees provided a trusted platform where communities could address disputes peacefully. The project also combined traditional Somali reconciliation methods with modern governance approaches, which helped communities accept and engage in the process more openly.

- **Introducing accountability measures, such as community feedback systems and clear, open decision-making processes, strengthened trust between local authorities and the people.** These approaches ensured that reconciliation and governance efforts were widely accepted and sustainable. Furthermore, the integration of accountability measures, such as community feedback mechanisms and transparent decision-making processes, helped build trust between citizens and authorities.
- **Blending of modern and traditional reconciliation approaches-**The use of traditional Somali reconciliation methods, combined with modern governance practices, helped foster trust among communities. Elders in Somali society play a central role in conflict resolution. Leveraging traditional conflict resolution mechanisms, such as elders' councils, helped to bridge the gap between traditional and formal governance structures. Elders are trusted figures, and their involvement in reconciliation efforts can provide legitimacy.
- **Cultural and Inter-clan Dialogues:** Establishing inclusive community dialogue platforms that encouraged participation from all segments of society, including youth, women, and marginalized groups encouraged exchanges between different ethnic and cultural groups that helped bridge historical divides.
- **Engaging the media under the program for public awareness campaigns-** Positive storytelling and responsible journalism countered hate speech and misinformation hence strengthening state, regional and national unity. Inclusive political representation of all clan and genders- Ensuring the participation of women, youth, and marginalized communities in governance structures promoted equitable policymaking.
- **Civic Education:** Promoting civic education interventions to foster understanding of democratic values, the importance of peace, and how to peacefully resolve conflicts ultimately building common ground for social cohesion.
- **Decentralization of Governance:** Given the clan-based nature of Somali society, decentralizing governance to local levels (e.g., through regional states, district councils) has helped to improve service delivery and foster local legitimacy.
- **Initial Support Towards Truth and Reconciliation Commission (TRC):** While Somalia has not yet had a full-fledged TRC, creating structures and platforms under the program to address past human rights violations and abuses can help in acknowledging the grievances of communities. TRCs will provide a mechanism for victims to share their stories, contributing to emotional healing.

### 3.9.2-Lessons Learnt from the Program

- **Rebuilding inter-clan trust and community trust in government institutions is a gradual process that requires sustained efforts over time:** Across all the two program outcomes, Mahaday district where the district council was operationalized last has performed poorly when compared to Burhakaba and Warsheikh district which had their district councils established within the first three years. Some critical factors influencing this trust-building process include historical distrust and fragility, inclusive governance, service delivery and rule of law, consistency and long-term engagement, local ownership and participation and addressing corruption and strengthening of institutions.
- **Adaptability and Flexibility to Changing Political and Social Landscapes in Fragile Program Contexts is Key to Success-**Flexibility in programming ensures that interventions remain relevant despite shifting local conditions. The program kept on shifting activities due to elections, interclan and resistance of district council formations but ultimately managed to establish the 3 targeted councils. For example, in Mahas, community members requested a

delay in project activities due to local insecurity, leading to adjustments in the implementation timeline. These adaptations ensured that the project remained effective despite challenges. By maintaining flexibility and working closely with government authorities and communities, the project was able to continue delivering results while responding to emerging risks. Somalia's political, social, and security landscape is fluid, and peacebuilding programs need to be able to adapt to shifting realities. Lessons learned from failures should be incorporated into ongoing and future programs to improve their effectiveness. Monitoring and evaluation frameworks should be robust, allowing for course corrections based on real-time data and feedback from local communities.

- **Inclusive Dialogue Strengthens Social Cohesion**-Encouraging participation from all sectors of society—especially women and marginalized groups—leads to more effective reconciliation efforts. Women involvement in program, activities and district councils coupled with mainstreaming youths and minority communities resulted in acceptability of the program interventions across all community segments.
- **Addressing the Root Causes of Conflict is the First Step Towards Social Cohesion**-Sustainable peace requires addressing underlying tensions such as political marginalization, resource disputes, and historical grievances. Dialogues among clans under the program set up a platform for intercommunal sports, cultural and arts activities as part of social cohesion.
- **Successful social cohesion and reconciliation programs must be deeply rooted in the local context, understanding the socio-political, economic, and cultural dynamics of Somali communities.** The program kicked off with involvement of local leaders, elders, and community figures to bridge gaps between different groups while incorporating inputs from local stakeholders, ensuring they resonate with the population and have the necessary buy-in and also understanding clan dynamics, grievances, and historical narratives is vital in addressing the root causes of conflicts.
- **Strengthening governance institutions and promoting the rule of law are fundamental to reconciliation and social cohesion**- Lack of trust in the federal, regional governments and their institutions (e.g. municipalities) is a persistent issue. Rebuilding this trust requires transparency, accountability, and tangible results. Establishing local governance structures that are accountable and responsive to the needs of the population is critical.
- **Facilitating open, inclusive, and sustained dialogue is a central mechanism for reconciliation**-The success of peace and reconciliation processes often depends on creating safe spaces where individuals and communities can express grievances and negotiate solutions. Mediation and dialogue between conflicting groups helps to address misunderstandings, build empathy, and forge common ground. Communication strategies must be adaptable to local communication methods, including radio broadcasts, social media, and community meetings.
- **Governance programs should prioritize the rebuilding of state institutions**—especially those responsible for justice, law enforcement, and basic service delivery. The legitimacy of the state is closely tied to its ability to meet citizens' needs. Local governments must be empowered, as communities in conflict areas often feel disconnected from the central government. Effective decentralization strengthens local democracy and reduces the potential for grievances to escalate.
- **Creating Safe Spaces for Dialogue**- **Safe, neutral spaces are essential for individuals and groups from opposing sides of a conflict to meet, express grievances, and discuss shared interests.** Structured dialogue programs are more effective than spontaneous interactions. Truth-telling and acknowledgment of past suffering allow people to tell their stories and humanize each other. Acknowledging trauma in a collective manner helps communities process the past and build mutual understanding. Skilled and impartial mediators, who can navigate the complex power dynamics and interests, are necessary for dialogue between conflicting parties.

- **Continuous monitoring and evaluation of social cohesion, governance, and reconciliation programs are essential to measure their effectiveness and make necessary adjustments**—Incorporating feedback from local communities, especially marginalized or conflict-affected groups, is essential for improving program design and implementation. Social cohesion is not easily measurable. However, indicators such as trust, participation in public life, and the reduction of intergroup violence are useful metrics.
- **Balance between Justice and Reconciliation:** While accountability is crucial, it is important that justice mechanisms do not undermine the broader goal of reconciliation. Balancing justice, peace, and accountability is a delicate process that requires careful consideration of local needs and sensitivities.
- **Equitable Resource and Power Distribution:** Inequitable access to resources is a major source of conflict. Post-conflict programs must ensure that resources—whether financial, natural, or social—are distributed equitably to prevent new grievances from arising.

## SECTION FOUR: CONCLUSION AND RECOMMENDATIONS

### 4.1-Conclusion

The MIDEEYE project was highly relevant and well-aligned with Somalia's national priorities, beneficiaries' needs, and donor strategies. It addressed long-standing reconciliation and governance gaps by supporting the implementation of the National Reconciliation Framework (NRF) and the Wadajir National Framework, focusing on inclusive governance, trust-building, and social cohesion. The project strengthened state institutions through capacity-building initiatives, enabling federal and state ministries to operationalize reconciliation efforts effectively. It emphasized local ownership by integrating Somali-led approaches and leveraging traditional conflict resolution mechanisms, fostering sustainable peacebuilding. MIDEEYE actively promoted the inclusion of marginalized groups, particularly women, youth, and minority clans, though challenges in reaching certain populations persisted. The project demonstrated adaptability to Somalia's evolving political landscape by adjusting interventions based on security conditions and governance dynamics. It aligned closely with Somalia's National Development Plan (NDP-9), reinforcing government-led stabilization, decentralization, and service delivery efforts. Additionally, it supported Finland's strategic objectives in Somalia by promoting gender equality, human rights, and inclusive development. MIDEEYE's approach to governance bridging, capacity building, and social accountability reinforced its effectiveness, though further efforts were recommended to enhance community-level engagement beyond clan and district council structures. Overall, the project significantly contributed to reconciliation, peacebuilding, and institutional strengthening, addressing critical governance challenges in Somalia.

The project successfully achieved 80% of its targeted outputs, with key accomplishments including institutional development in Burhakaba and Mahaday, the re-establishment of governance in Warsheikh, and strengthened reconciliation efforts through the National Review Framework (NRF). Despite challenges such as security threats, government bureaucracies, and political resistance, the project effectively built local governance structures, enhanced policy coordination, and promoted inclusive leadership, including efforts to increase women's participation. Community engagement was strong, with high participation in reconciliation dialogues and governance processes, though trust-building remained an ongoing challenge. District councils were established and widely recognized, improving governance legitimacy, though gaps in funding, training, and inclusion of marginalized groups persisted. While the project successfully fostered democratic participation and local ownership of governance structures, continued efforts are needed to sustain and build on these achievements.

After four years of implementation, the MIDEEYE project has had a significant impact on reconciliation, governance, and social cohesion at the community level. Key achievements include increased participation of marginalized groups, particularly women and youth, in decision-making processes, strengthening of district oversight committees, and enhanced public trust in governance. The project fostered greater awareness of national reconciliation frameworks, leading to improved social cohesion and reduced conflicts through inclusive governance structures. The formation of district councils, with one-third female representation and inclusion of all clans, addressed historical grievances over political exclusion, promoting a more harmonious and collaborative environment. Women gained leadership opportunities, while youth were engaged in decision-making. Marginalized groups, including people with disabilities and minority clans, were integrated into governance, ensuring representation and access to essential services. The introduction of seconded advisors significantly improved government efficiency, but financial dependency on external aid remained a challenge. Trust-building efforts yielded mixed results—65% of respondents reported full trust in previously conflicted communities, yet lingering grievances, weak institutions, and misinformation hindered complete reconciliation. Resource-

sharing remained a source of tension, with only 67.7% feeling fully welcomed to share scarce water and grazing land. Service delivery satisfaction was low, with only 46.3% of respondents expressing contentment, primarily due to weak institutional capacity, corruption, and inequitable distribution. While grassroots reconciliation efforts exceeded expectations, unintended consequences included market disruptions during elections, emotional distress during trauma-related trainings, and unforeseen governance challenges, such as the need for unplanned council reforms. Despite these challenges, the MIDEEYE project has strengthened local governance, empowered communities, and laid a foundation for sustainable peace and inclusive development.

The MIDEEYE project effectively utilized resources through strategic budgeting, transparent procurement, and continuous monitoring to ensure financial accountability. Funds were allocated based on priority areas, with internal audits and expenditure tracking aligning with costed activity work plans. While most expenses adhered to budget approximations, the establishment of the Burhakaba district council was costlier than anticipated due to logistical challenges. Despite delays caused by political transitions, security issues, resistance and the COVID-19 pandemic, the project maintained financial control, spending 78.9% of the budget as of December 2024. A participatory approach engaged local stakeholders, promoting ownership, reconciliation, and governance strengthening. The project successfully adapted to Somalia's complex political environment, ensuring cost-effective interventions through seconding technical advisors, leveraging local partnerships, and implementing inclusive strategies. Challenges such as election-related disruptions, security threats, and delayed evaluations were mitigated through adaptive management, stakeholder engagement, and government collaboration, maximizing impact and ensuring program sustainability.

The MIDEEYE project demonstrated strong coordination with government agencies, local organizations, and community leaders, ensuring inclusive participation from the outset. Regular meetings, joint planning, and continuous communication aligned activities with national frameworks like the Wadajir Framework and NRF, fostering shared responsibility and long-term stability. FCA focused on governance-related capacity-building, while NRTP specialized in mediation and reconciliation, ensuring efficient role division and smooth implementation. Despite occasional delays due to political or security instability and some role overlaps, these challenges were mitigated through improved communication and structured engagement. The project strengthened governance by training officials, seconding advisors to government institutions, and enhancing service delivery. However, coordination remained largely limited to field-level implementation, with minimal integration into broader development programs or engagement in knowledge-sharing platforms. Additionally, the lack of a structured nexus approach and inadequate planning for district councils and peace committees risked undermining long-term sustainability and efficiency.

The MIDEEYE project implemented strong accountability measures to protect beneficiaries and ensure their voices were heard through multiple feedback channels, including hotlines, complaint boxes, and regular community consultations. A structured system recorded and analysed feedback, leading to actionable improvements, while independent monitoring teams ensured transparency and fairness. Special safeguards protected vulnerable groups, including women, children, and persons with disabilities, ensuring their inclusion in decision-making. The project also emphasized citizen participation by engaging diverse community members—elders, women, youth, and marginalized groups—in governance and peacebuilding efforts. Gender equity and human rights were prioritized, with women taking leadership roles and persons with disabilities actively involved in governance. Minority groups and clans were integrated into decision-making structures, promoting social cohesion and long-term sustainability.

The MIDEEYE Project has laid a strong foundation for sustaining its benefits beyond its completion, particularly in governance, reconciliation, and community engagement. The establishment of district peace committees and inclusive local councils has ensured ongoing peacebuilding efforts, with local communities taking ownership of these initiatives. While local institutions and stakeholders are generally well-prepared to continue the project's work, challenges such as inadequate training, weak revenue management, and limited collaboration remain. Capacity gaps exist among government ministries, traditional leaders, women, and youth groups, requiring further training and resources to enhance their effectiveness. Additionally, unresolved historical grievances, resource disputes, and political interference still pose threats to long-term stability. To sustain progress, there is a strong call for increased citizen participation, improved service delivery, and enhanced transparency and inclusivity in governance. By aligning with national frameworks and fostering local leadership, the project has positioned communities to continue advancing peace and governance, though additional support and structural improvements are needed to secure lasting impact.

## 4.2-Recommendations

Based on the evaluation findings, the following recommendations are hereby made to promote further impact and sustainability of the interventions and to improve future similar programs:

- Since reconciliation and governance processes take time, project durations should be extended to allow meaningful engagement and long-term cooperation. Addressing historical grievances and negotiating power-sharing arrangements require patience and commitment over an extended period. To ensure lasting impact, FCA and the government should closely coordinate from the start of the project, facilitating a smooth transition to local institutions that can sustain the progress achieved. Pre-activity support should help prepare communities and local leaders for reconciliation and governance activities, while post-activity support should ensure that progress is maintained even after the project officially ends.
- Continue efforts to form and strengthen district councils and peace committees that integrate the minority communities, gender, and youth in decision-making processes. This includes providing training and capacity-building programs to ensure these councils operate effectively and inclusively, thereby increasing legitimacy and trust in local governance structures. Towards this end, these institutions can be followed up through other FCA programs.
- Be intentional about incorporating persons with disabilities and their representative organizations into peacebuilding activities by establishing clear engagement pathways and mainstreaming inclusivity in all programmatic efforts.
- Conduct thorough capacity assessments of key ministries involved in the National Reconciliation Framework (NRF) using standard Organizational Development and System Strengthening (ODSS)<sup>38</sup> Tools that are able to classify maturity of these institutions. Based on the findings, develop targeted capacity-building strategies and monitoring frameworks to support effective implementation of the NRF at both federal and state levels.
- Establish community-led development and recovery committees that include representatives from elders, women, youth, and marginalized groups to oversee recovery efforts, promote transparency, and align initiatives with local priorities as part of joint social cohesion.
- Incorporate peacebuilding, governance, and reconciliation themes into school curricula-Roll out cohesion, reconciliation and governance activities in schools as requested by the youths. According to the youths, if schools integrate diverse communities in learning it will help foster understanding and reduce prejudice among the future generations. Peace clubs and integrated peace education in schools, arts and sports for peace and community welcome program will also ensure smooth reintegration of returnees and marginalized communities and clans.

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<sup>38</sup>Youth in Action.2020.Organizational Development.< [https://yactmovement.org/organizationaldevelopment/front-end/assets/docs/OD\\_V2\\_compressed.pdf#:~:text=Organization%20Development%20and%20Systems%20Strengthening%20%28ODSS%29%20is%20a,by%20designing%2C%20implementing%2Cmonitoring%2C%20and%20evaluating%20their%20intervention%27s%20impact.>](https://yactmovement.org/organizationaldevelopment/front-end/assets/docs/OD_V2_compressed.pdf#:~:text=Organization%20Development%20and%20Systems%20Strengthening%20%28ODSS%29%20is%20a,by%20designing%2C%20implementing%2Cmonitoring%2C%20and%20evaluating%20their%20intervention%27s%20impact.>)

- Complement community dialogues with psychosocial support and mental health services to help individuals cope with trauma. Mental health and psychosocial support (MHPSS) should be integrated into the recovery process at all levels, including counseling and community-based support in view of emotions witnessed among some community members during program activities.
- Strengthen existing traditional dispute resolution mechanisms by providing resources and formal recognition to elders, religious leaders, and women's groups. Establish dedicated forums where youth and women actively contribute to peacebuilding processes at local and national levels.
- Encourage inter-clan business ventures and cross clan trade zones, such as agricultural cooperatives and infrastructure projects, to foster economic interdependence.
- Use local radio, social media, and the trained journalists and community influencers to counter extremist narratives and promote reconciliation.
- Organize additional learning exchange visits between Somali government officials and international counterparts. These exchanges can provide valuable insights into effective governance practices, the rule of law, and reconciliation strategies, which can be adapted to the Somali context.
- Strengthen democratic processes, including free and fair elections, political pluralism, and peaceful transitions of power. Transition from the clan-based electoral system ("4.5 system") to a one-person-one-vote mechanism, ensuring fair representation and enforce the 30.0% parliamentary quota for women and ensure marginalized communities have political representation. This is essential for long-term stability and the prevention of future conflict.
- Organize more cultural performances and sports tournaments to promote community interaction and enjoy the peace dividends. These events can ignite positive emotions, bring new perspectives, and inspire an atmosphere of optimism and acceptance among community members.
- Facilitate dialogue between conflicting parties, focusing on both top-down (government and elite) and bottom-up (community) approaches. Mediation efforts should be inclusive and culturally sensitive to ensure broad acceptance of peace agreements.
- Develop national narratives and identities that are inclusive and representative of all groups within society. A shared sense of identity can reduce divisiveness and promote unity in post-conflict settings.

## SECTION FIVE: LIST OF ANNEXES

### Annex 1: Case Studies

**Burhakaba District Council:** The MIDEEYE Project is held in Burhakaba, in south-west Somali region. Over the years, this area has housed several tribes, which of each, has had their own cultural and social aspects. This project aims to unite the different tribes and use that unity to foster peace as well as build a local governing body that reflects all groups of the community. The history of this part of the world is characterized by crosscutting ethnic cleavages and boundary conflicts which have weakened functioning governments and social bonds. In this context, the intervention hopes to achieve these objectives by enabling cooperation between the local leaders and fostering inclusive governance.

Prior to the introduction of the MIDEEYE Project, the region grappled with important issues such as tribal conflict, poor governance, and a lack of coordination between the local authorities and the population. The absence of a stable central government made the differing groups lack trust among each other, and this deepened the conflicts. Tribal conflicts aside, the local people especially the women and the children, had little decision-making opportunities, coupled with poor public service, and uneven peacebuilding access. The conditions serve as a background for the MIDEEYE Project, which selected focus areas alongside governance, inclusivity, and the establishment of international sustainable peace. Creating a district-level administration where all tribes are represented, that govern at that Downscaled level. Involving the practitioners and local stakeholders to build governance frameworks was crucial.

Amplifying the voices of women-led associations and community members in decision-making processes to drive Inclusivity and Alignment. Enhancing partnership amongst the local Government, Community and, traditional agents for a joint peacebuilding approach. It included a variety of stakeholders, all playing critical roles in the project's management, provided technical and advisory on local governance structures set up, attended to FCA to directly / monitor the process of district administration formation, leadership and knowledge in providing governance and peace-building efforts, women led associations played a key role in mobilizing the community to push for inclusive governance, traditional Leaders offered the cultural context and mediation to gain buy-in from local tribes, and youth representatives promoted peacebuilding and enabled dialogue between members of the community.

The MIDEEYE Project promoted peace, unity, and inclusive governance in Burhakaba. It managed to build district councils that cover all clans. It has minimized the level of tribal conflicts and has enhanced partnership among actors. Women and youth were instrumental in these efforts-women-led associations lobbied for inclusive public policy and youth acted as intermediaries for dialogue. Such measures bolstered confidence in governance and strengthened social solidarity. The project succeeded due to its community-driven approach, inclusive governance, and collaboration among stakeholders. Women's associations saw how mobilizing communities and advocating for inclusion made all the difference, while youth sought to foster dialogue and unity. Cultural validation through traditional leadership ensured that the practices were accepted.

Also, these movements helped a lot to build trust, reduce conflict, and pave the way for a peaceful Burhakaba. Sustained funding is necessary for continued progress, as well as improved training for local officials to strengthen governance. Strengthening the monitoring systems to be able to track results. Women and youth require greater inclusion as marginalized groups. Scaling the initiative to other areas may expand its positive impact and sustainability in Burhakaba.: Ongoing capacity building for district councils and local leaders continues and is imperative for sustaining

these gains. And extending similar initiatives to neighbouring areas could help stabilize the region on a larger scale. The impact of the project should be sustained through long-term support, stronger partnerships, and integrating peacebuilding into local education systems. Other important initiatives to be prioritized include women's networks and youth participation to keep the efforts inclusive and collective peacebuilding ongoing.

**Warsheikh District:** Warsheikh district is situated in a region with diverse communities, rich cultural heritage, and a growing commitment to peacebuilding. Efforts to enhance social cohesion and political inclusivity have gained momentum, with increasing participation from marginalized groups, including women, youth, and people with disabilities. The district is experiencing positive change, with improved community dialogue and a stronger sense of unity, creating a hopeful environment for sustainable development and governance.

Before the project's intervention, Warsheikh district faced recurrent conflicts, low social cohesion, and significant distrust among communities and the government. Marginalized groups, including women, youth, and people with disabilities, were largely excluded from political processes. This resulted in limited participation in local governance, weak community relationships, and a lack of inclusive development. The main activity of the project in Warsheikh district was supporting the re-election of an inclusive district council. This included ensuring the participation of marginalized groups, such as women, youth, and people with disabilities, in the electoral process. The project facilitated voter education, candidate training, and awareness campaigns to promote a fair representation, and transparent election, ultimately fostering greater community involvement and inclusivity in local governance.

Key stakeholders involved in the project included local government institutions, traditional leaders, women's groups, youth representatives, people with special needs, minority groups, and community-based organizations. These stakeholders played crucial roles in promoting inclusivity, facilitating dialogue, and ensuring effective implementation of the re-election process. The project successfully increased the capacity of local government institutions to manage inclusive elections and governance. It led to the election of a more diverse district council, with greater representation of marginalized groups, including women, youth, and people with disabilities. This fostered improved social cohesion, enhanced community trust in the government, and strengthened inclusive governance in the Warsheikh district. Challenges included resistance to change from some community members, limited political engagement from marginalized groups, and logistical issues during the election process.

To overcome these, partnerships with local leaders helped gain support and overcome resistance. An unintended positive outcome was the strengthening of community ties beyond the electoral process, with increased collaboration on community development. Key factors contributing to the project's success included strong community involvement, effective partnerships with local leaders, and targeted capacity-building for marginalized groups. These helped ensure broad participation and support for the inclusive district council re-election. Future interventions could improve by enhancing the integration of conflict resolution strategies earlier in the process and increasing post-election support to sustain engagement and trust. Additionally, expanding resources for ongoing community dialogue would further strengthen social cohesion. The likelihood of sustaining the project's outcomes beyond its duration appears favorable, given the strengthened local institutions and enhanced community involvement.

To ensure long-term impact, it is critical to continue capacity-building efforts for local leaders, integrate inclusive governance practices into broader policy frameworks, and maintain regular community engagement through structured dialogues. To enhance the effectiveness and

sustainability of future similar projects, stakeholders should prioritize continued capacity-building for local institutions, ensure broader community involvement from the outset, and consult with the local community to decide the needed areas to be addressed in the upcoming program.

**Mahaday District:** The MIDEEYE Project is an initiative by Finn Church Aid (FCA) Somalia in collaboration with the Network of Religious and Traditional Peacemakers (NRTP) aimed at supporting national reconciliation and strengthening local governance structures in Somalia. This project is designed to address the country's long-standing challenges related to conflict, governance, and social fragmentation by focusing on peacebuilding and reconciliation efforts in Mahaday District. As the MIDEEYE Project comes to an end, this final evaluation seeks to assess the impact and outcomes of the initiative, which aimed at promoting national reconciliation and strengthening inclusive governance and administration in Somalia.

Throughout its implementation, the project focused on fostering dialogue, building trust between divided communities, and supporting the effective participation of all groups—particularly marginalized communities such as women, youth, and ethnic minorities—in governance processes. Maria Hussein. She is 45 years old and a mother of six children, consisting of four males and 2 females. Originally from Mahaday district, her background life depends on agriculture and small business for domestic hands, which is her family's heritage. She is also a women's activist and a women's group leader. She was one of the training participants for six days and she received \$120 and also trained in tree planting skills, so as to plant trees within a short time, and get other crops from the MIDEEYE Project implemented in Mahaday District, located in the Middle Shabelle region of Somalia.

Mahaday is a strategically significant district that is characterized by its complex socio-political dynamics and historical context of clan-based rivalries and conflicts. The socio-political landscape of Mahaday is shaped by a mix of traditional authority structures, clan affiliations, and the influence of religious leaders. While these structures have historically provided stability, they have also been sources of division, especially during periods of conflict. The district was marked by entrenched clan rivalries, which frequently led to conflicts and violence.

Local governance structures in Mahaday were weak and lacked the capacity to effectively address the needs of the community. Local authorities struggled with transparency and accountability, which resulted in a lack of public trust. This limited the district's ability to provide basic services and to involve local populations in decision-making processes. Women, youth, and minority groups in Mahaday faced significant exclusion from political, social, and economic activities. Cultural norms and traditional power structures marginalized these groups, denying them a voice in local governance and peacebuilding efforts.

Economic activities in Mahaday were primarily centred in agriculture and livestock, but the district faced challenges related to access to markets, infrastructure, and resources. The MIDEEYE Project in Mahaday District, implemented by Finn Church Aid (FCA) Somalia in collaboration with the Network of Religious and Traditional Peacemakers (NRTP), was designed to address the socio-political challenges in the region by promoting national reconciliation, inclusive governance, and social cohesion. The implementation of the project followed a comprehensive, multi-faceted approach that engaged key stakeholders at the grassroots level and ensured that all members of the community—especially marginalized groups—were involved in decision-making processes. One of the primary approaches to project implementation was the involvement of local governance structures. That is Community leaders, religious leaders, women groups, youth groups and minority and marginalized.

The project provided targeted capacity-building sessions for local government officials, focusing on strengthening governance practices, enhancing transparency, and fostering inclusivity in local decision-making. These trainings helped improve the governance structures in Mahaday, ensuring that the voices of all community members were heard, and that the leadership was accountable to the people. Both community leaders and local authorities were trained in conflict resolution and mediation techniques, enabling them to address disputes effectively and promote long-term peace. The project facilitated numerous community dialogue sessions where individuals from different clans, ethnic backgrounds, and social groups could come together in a safe space to share their experiences, grievances, and ideas for peace.

Through structured meetings and facilitated discussions, the project encouraged cooperation between previously divided groups. Specific initiatives targeted youth and women, groups that had been traditionally excluded from political and social processes. A central component of the MIDEEYE Project was creating platforms for open dialogue between conflicting groups in Mahaday District. One of the project's most significant successes was the strengthening of local governance in Mahaday. Through training programs for local government officials, the project emphasized transparency, accountability, and inclusivity. The project made a concerted effort to include marginalized groups—particularly women and youth—in governance and peacebuilding processes. The community-driven initiatives supported by the MIDEEYE Project, including joint cultural activities, sports events, and collaborative economic projects, helped strengthen social bonds across different groups.

There were not any obstacles during the implementation period, but some segments of the community were initially resistant to the idea of including women and youth in decision-making processes. Deep-rooted cultural norms and traditional power dynamics made it difficult to fully integrate these groups into governance structures at the beginning of the project. Before the project began Mahaday's community and clans were mistrusted among them and clan grouping. Through her story, Maria Hussein shows how the project was implemented in Mahaday and helped with peace and stability and conflict resolution, and she thanked the staffs and other partners involved. The implementation of the MIDEEYE Project in Mahaday was a multi-dimensional process that aimed to address the complex socio-political challenges facing the district. Through targeted capacity building, stakeholder engagement, and community-driven dialogue, the project successfully promoted reconciliation and social cohesion. The involvement of local leaders and marginalized groups, alongside community-driven activities, created a foundation for more inclusive governance and peaceful coexistence in Mahaday.

## Annex 2: Data Collection Tools, Photography Consent Forms and Evaluation Work Plan

Presented Separately.

## Annex 3: Terms of Reference

### Terms of Reference for Consultancy Service to Conduct Project Final Evaluation for MIDEEYE Project

<b>Date of issue:</b>	<b>2<sup>nd</sup> December, 2024</b>
<b>Duration of the assignment</b>	45 days
<b>Project title:</b>	12207 - MIDEEYE Project: Support of the National Reconciliation and Local Governance in Somalia
<b>Evaluation target locations</b>	<ul style="list-style-type: none"><li>• Banadir Regional Administration (BRA) / Mogadishu</li><li>• Southwest state (SWS); Baidoa, Barawe and Hudur</li><li>• Hirshabelle state; Adale, Mahas, Jowhar, Warsheikh</li><li>• Galmudug state; Dhusamareb, Abudwak, Balanbale, Guriel, Hiraale</li></ul>
<b>Deadline for submission of offers:</b>	<b>23<sup>rd</sup> December 2024 at 5:00 P.M.</b> (East Africa Time Zone)
<b>Contracting authority:</b>	FCA Somalia Country Office Contact: Procurement Committee E-mail: <a href="mailto:tenders.soco@kirkonulkomaanapu.fi">tenders.soco@kirkonulkomaanapu.fi</a>

#### 1. Introduction & Context

FCA Somalia Country Office is looking for qualified consultant(s) to undertake project final evaluation for the project *Support of the National Reconciliation and Local Governance in Somalia* (MIDEEYE).

FCA is the biggest development and humanitarian aid organization in Finland. FCA is currently operating in 13 countries in Asia, Africa and Middle East and is specialized in three thematic priority areas: Right to Peace (R2P), Right to Livelihood (R2L) and Right to Quality Education (R2QE).

In Somalia, FCA began its operation in 2007 through support to peace building initiatives in Somaliland and Puntland. Following the success of the interventions, FCA Somalia expanded its operation to other parts of South Central of Somalia in 2013, evolving from community level peace building initiatives to state building and state formation interventions at FGS and FMS levels. FCA Somalia also facilitated the state formation process between 2014 and 2015 which resulted in the formation of the Galmudug State.

The project is designed based on years of experiences of FCA and NRTP in Somalia in strengthening inclusive and accountable national and local governance structures, promoting active and meaningful participation of women and youth in state and peacebuilding processes, and supporting reconciliation at community, district, state, and federal levels.

At the request of the Somali government and with the generous financial support of the Ministry for Foreign Affairs of Finland (MFA Finland), the FCA Somalia together with the Network for Religious and Traditional Peacemakers (NRTP) hosted by FCA, provide support via MIDEEYE project to the Federal Government of Somalia (FGS) in their efforts to advance the implementation of the National Reconciliation Framework (NRF) and the National Wadajir Framework supporting establishment of inclusive local governance in Somalia.

## 2. Background on the MIDEEYE Project

MIDEEYE project implementation period is 45 months between April 2021 and December 2024, with a total budget of 4.5 million EUR, fully funded by MFA Finland, as part of MFA Somalia Country Strategy (2021-2024) implementation. The project is co-implemented by FCA and NRTP, hosted by FCA. FCA Somalia is responsible for the overall management and coordination of the project and key stakeholder relations. NRTP has extensive expertise in peacebuilding, mediation, and reconciliation at the national, regional, and global levels, FCA Somalia has extensive experience promoting stability and building good governance in Somalia through successful formation of district councils and supporting administrations across FMSs.

The project directly contributes to attaining MFA Country Strategy (2021-2024) **Impact Area 1 on improved confidence in the state and increased social cohesion for a renewed social contract**, Pillar I on Inclusive and Accountable Politics and Reconciliation of the 9<sup>th</sup> NDP (2020-2024) and the National Stabilization Strategy. The initiative is contributing to FCA/NRTP Global Strategy and FCA Somalia Country Strategy and Action Plans under its Right to Peace thematic area. The initiative is aligned with the Provisional Constitution of FGS which indicates the needs to foster social healing, reconciliation and unity and establish the True Reconciliation Commission (TRC). The project also contributes to the SDG 5 on gender equality and SDG 16 on peace, justice, and strong institution.

### 2.1 Implementation Approaches:

- The formulation of the intervention is built on the foundations of **Rights-Based Approach (RBA)** and **Do No Harm** principle with specific focus on **gender equality** and social inclusion of women, youth, and marginalised groups, and conflict sensitivity.
- The project places a strong emphasis on **bottom-up approach and Somali-led, owned, and driven process**, directly responding to aim of NRF and the Wadajir Framework. The MIDEEYE project will be implemented in FGS including Banadir Regional Administration (BRA) and with a **strong geographical focus at the state and district levels**.
- Close partnership with the Ministry of Interior, Federal Affairs and Reconciliation (**MoIFAR**) and Ministry of the Interior (**Mol**) of target FMS is ensured in the project implementation to strengthen national ownership and leadership. Partnership with existing local partners, relevant state institutions and other local NGOs are operationalized to implement reconciliation and DCF interventions, and peace dividends in selected districts.
- A strong collaboration and coordination between different stakeholders are being promoted also via the existing mechanisms such as NRF Advisory Board that the project supports.

The project aims to promote national reconciliation and strengthen inclusive governance and administration in Somalia, contributing to renewed social contract which is built on trust in the state, social cohesion, and a shared vision of a common future among Somali people.

### 2.2 Project Outcome and Output Areas:

**Project objectives are achieved through two outcome areas and three output areas under each:**

**Outcome 1:** Increased national capacity to effectively implement and operationalize National Reconciliation Framework (NRF) in the Federal Government and selected Federal Member States (FMS) to build legitimacy and trust in government institutions

- Output 1.1: Improved capacity of MoIFAR in effectively coordinating and monitoring the implementation of NRF
- Output 1.2: Enhanced capacity of Mol for effective roll-out of NRF in selected FMS

- **Output 1.3:** Increased advocacy for genuine reconciliation and dialogues on establishment of the True and Reconciliation Commission and for the promotion of a shared vision of a common future, peace, and national unity

**Outcome 2:** Strengthened inclusive governance and administration for effective basic service delivery in selected FMS, in accordance with NRF and Wadajir National Framework for Local Governance.

- **Output 2.1:** Increased legitimacy and inclusive governance of target districts through enhanced local capacity and inclusive and gender sensitive reconciliation mechanisms.
- **Output 2.2:** District councils and administrations are formed, integrating gender and youth into the decision making process.
- **Output 2.3:** Increased legitimacy and trust in the state and district government through social integration programs and peace dividend initiatives.

The project supports and is based on a close collaboration with the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) and Ministries of the Interior (Mols) of target FMS and Ministry of Reconciliation and Peacebuilding (MoRaP) to ensure the project implementation strengthens national capacities in line with national priorities and is guided by the strategic leadership of the relevant duty bearers. Furthermore, the project works with and collaborates with existing local partners, relevant state institutions, and other local NGOs to implement reconciliation and District Council Formations (DCF) interventions, and peace dividends in selected districts.

### 2.3 Project Scope and Target Groups

#### **Geographical scope and target locations**

The project supports national level institutional capacity strengthening and policy development and coordination regarding NRF and Wadajir Framework. Additionally, the project has selected FMS and target districts that the evaluation is expected to cover:

- Banadir Regional Administration (BRA) / Mogadishu
- Southwest state (SWS); Baidoa, Barawe and Hudur
- Hirshabelle state; Adale, Mahas, Jowhar, Warsheikh
- Galmudug state; Dhusamareb, Abudwak, Balanbale, Guriel, Hiraale.

#### **Project beneficiaries and target groups:**

In achieving the project objective, MIDEEYE targets the following direct beneficiaries who directly participate and benefit from different interventions of the project:

- MoIFAR in FGS, and Mol and district councils and administrations in selected FMS: will benefit from capacity building, mentorship and technical assistance from seconded advisor and technical coordinators and other tailored supports.
- Traditional and religious leaders: will be specifically engaged to lead community social healing, reconciliation, conflict management and DCF, and act as peace ambassadors
- Female leaders, peacemakers/peace mothers and local mediators and existing women's networks in target districts will be equipped with peacebuilding, inclusive governance, and leadership skills
- Male and female youth from key universities and communities in the target FMS and minority and traditionally marginalized clans will participate in the peace circle trainings, civic education, social healing, and reconciliation dialogue platforms
- Other target groups: policy makers, civil society, community members, academic institutions, business, and media professionals will participate in coordination meetings, reconciliation, civic education, dialogues, and awareness campaign

The project aim was to give priority to women and youth in all project activities and ensure inclusiveness and participation of the marginalized clans and groups. The project strived for 30% of women and 30% youth participation in all project activities and in key decision-making structures, aligning with FCA's Gender Equality Strategy.

The final beneficiaries of the project are the affected community members in the target areas at large who are expected to enjoy safe, peaceful, and stable community and society as results of the direct and indirect impacts of the project.

### **3. Objective and Expected Scope of The Project Final Evaluation**

The evaluation is an essential opportunity for FCA and to NRTP to gather insights to inform future programming. Evaluation findings and the best practices will be promoted via internal organisational learning practices such knowledge sharing sessions into FCA's long-term strategy for Somalia, Right to Peace (R2P) approach and, where relevant, across other regions. FCA will promote the best practices via its advocacy efforts towards duty bearers, right holders, and wider community of practise, to promote joint learning.

- The project final evaluation will focus on how the project achieved its objectives, targets, and the level of impact it created.
- Assess the relevance and strategic positioning and intervention logic of the project to respond and provide support to the overall peacebuilding and establishment of inclusive local governance needs in Somalia.
- The evaluation is expected to cover the entire project implementation period 45 months implemented between April 2021 to December 2024; in its full scope described under sections 1 and 2. This includes identifying results and analysing the impact in regard to the key national policies and strategies, and MFA Country Strategy (2021-2024) **Impact Area 1 on improved confidence in the state and increased social cohesion for a renewed social contract**, project intervention, is supporting to implement.
- The evaluation is expected to cover the geographical scope and target groups of interventions as defined in the section '*Geographical scope and target groups*'.
- The evaluation will assess the project's relevance, effectiveness, efficiency, impact (intended and unintended) and sustainability/catalytic; identify and document evidence-based findings including best practices and challenges.
- Based on evidence-based findings, the evaluation will provide the project implementing partners and key stakeholders with actionable recommendations to inform the design and implementation of other related ongoing and future projects in line with relevant policy frameworks, including FGS.
- This final evaluation will provide FCA, NRTP and key national stakeholders in the FGS, and civil society partners, with an impartial assessment of the results that the project has generated to date on gender equality and women's empowerment; and social inclusion; different social groups, marginalized groups including minority clans (GESI).
- Evaluation is expected to cover both outcome areas of the project; and the six output areas under these.
- The evaluation will assess indicators of potential impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals.

### **4. Evaluation Methodology and Process**

In line with the OECD DAC evaluation criteria the project final evaluation will comprehensively review the outcomes documented during the project life cycle and verify them with different categories of target actors involved in the project. It is expected that the independent evaluator will engage the project team, partners, and sampled target actors and project beneficiaries in identifying, documenting and verification of the significant outcomes realized during the project

implementation period. The project final evaluation methodology will adopt mixed method of qualitative and quantitative through participatory manner to strengthen the evaluation process.

In a nutshell, the project final evaluation will be collected in the following ways:

- \* Review the project documents including but not limited to project documents, progress reports, results framework, MEAL data, publications, financial reports, and other relevant products.
- \* Review of the key national policy frameworks and other strategies and project supports FGS to implement, with special focus to NRF. Also, review of the MFA Finland country programme the project implements.
- \* A collaborative approach to engage staff, partners, other key stakeholders, partners, government, as appropriate in design, implementation, and in writing evaluation report.
- \* A participatory evaluation with emphasis on capturing a cross-section of views from target groups, multi-stakeholder quantitative and qualitative techniques including in-depth individual interviews, key informant interviews, focus group discussions, observations and story of change documentation, and others as appropriate.
- \* The evaluation is expected to be gender-sensitive, rights-based, inclusive, culturally sensitive, and complies with professional ethical standards.
- \* Collect at least 12 stories of change (ideally, two from each district) based on outcomes, to be included as annexes to the final evaluation report.

The project final evaluation's methodology and methods must be described by independent evaluator(s) in the expression of interest, by clearly outlining how practically the consultant(s) will be used during the data collection.

The analysis, approach, and methods should adhere to FCA's conflict and gender sensitivity approaches and community security model and strive for simplicity in design with practical application. The analysis, approach, and methods should be participatory, whereby team members, partners, and participants are involved throughout the process.

### **5. Key Evaluation Questions**

This project final evaluation will be carried out in line with the OECD DAC evaluation criteria. The focus will be on aspects of relevance, effectiveness, efficiency, and sustainability. The criteria definitions and expected key research questions are detailed below. The evaluator may adjust or add to the below questions, in consultation with FCA, to ensure sufficient data is collected and evaluation objectives met.

**Relevance:** The extent to which the objectives of intervention were consistent with beneficiaries' needs, country priorities and policies. The analysis of relevance will focus on the following areas in relation to the design of the project:

- \* Review the relevance of the project to the national development plan -NDP9, the Wadajir National Framework, national reconciliation framework (NRF), needs regarding civil society development, among other relevant reports and policies.
- \* Project has particular emphasis on ensuring local ownership and Somali-led approaches. The evaluation assesses how the project, and the implementing approaches have been successful in achieving these objectives, and the key challenges and successes.
- \* The project has particular focus the meaningful inclusion of women, youth, and marginalised groups such as minority clans and internally displaced people across activities in target districts, particular focus is given to supporting the inclusion to reconciliation processes and supporting inclusive political participation. Evaluation will assess the extent the objectives have been reached and identify the key challenges.

- \* Particularly, analyse changes in project related context and adaptation and respective changes in project implementation accordingly (e.g., change of project co-applicant coalitions, and changes in policy processes supported).
- \* Review the alignment of the project interventions and strategic positioning with the federal government of Somalia's MFA-Finland and FCA country strategies.
- \* Review the relevance of the project intervention to the problems to be addressed, needs and priorities of civil society actors, key target groups, and key stakeholders based on the feedback from beneficiaries, through FCA Somalia's relevant feedback mechanisms.
- \* Review of the project's ability/alignment with the promotion of the Gender Equality & Social Inclusion (GESI) approach for sustainable reconciliation and good governance.

**Effectiveness:** How effective was the project in achieving its specific objectives. The analysis of Effectiveness will focus on issues such as:

- \* Review what results have been achieved versus the targets in the log frame and identified problems to be addressed.
- \* Review how effective has been the logic of intervention combining the two outcome areas on reconciliation and local governance support to receive desired impact.
- \* Review how the approaches and strategy have contributed to the successes or handled the challenges of the project.
- \* Review how the project managed challenges and stayed transparent.
- \* Review whether there have been any unexpected results and how they have affected the target beneficiaries.
- \* Innovation: Assess the project's ability to introduce new and creative approaches or solutions to address challenges.
- \* Review how coordination among stakeholders, among governance programs/projects and synergies with other project / program (if any) have been manifested and contribute to the project effectiveness.
- \* Participatory: Assess the degree to which the project involves and empowers local communities, allowing them to actively contribute to decision-making and implementation processes.

**Efficiency:** How well has the project transformed available resources into achieving the intended objectives and creating outcomes observed, and the quantity, quality, and timeliness of associated outputs. Comparison should be made against what was planned. The assessment of efficiency will therefore focus on elements including:

- \* Review how the project intervention and strategy (i.e., capacity building, multi-stakeholders' partnership, and others) has transformed available resources to expected outcomes in terms of quantity and quality.
- \* Review how the project has overcome unforeseen difficulties, update with new situation to deliver project outputs within budget.
- \* Review the project budget utilization and absorption performance at the end of the project implementation, and how much were the existing resources like staffing to help deliver project results.
- \* Review the project's ability to be cost effectiveness, were existing resources used efficiently and were project procurement done using cost-effective methods such as value-for-money, how were local resources used for more efficient approach, etc.
- \* Review much the coordination and complementary roles of the FCA and NRTTP have contributed to the efficiency of the project implementation. Feasibility: Evaluate the practicality and achievability of the project within the given constraints, including financial, technical, and resource aspects.

**Impact:** The evaluation will assess how the project reached the outcomes and outputs set in the project logical framework, using the outcome and output indicator data for measurement, including the contribution to capacity development and achievement of sustainable development goals.

- \* Review contribution to the overall objective of the project: *'Promote national reconciliation and strengthen inclusive governance and administrations in Somalia, contributing to renewed social contract which is built on trust in the state, social cohesion and a shared vision of a common future among Somali people'*.
- \* Review to what extent the project achievements contribute to increased civic space relation to DCF process, social reconciliation, and inclusive governance.
- \* Review how the project managed challenges and stayed transparent.
- \* Inclusivity: assess in terms of inclusivity the efforts undertaken and their impact to enhance meaningful participation of women, youth and marginalised groups such as minority clans or vulnerable groups such as internally displaced people (IDP).
- \* To assess the impact of the capacity strengthening activities to meaningfully support the project reaching its targets to support meaningful engagement of women, youth and marginalised groups such as minority clans or vulnerable groups such as internally displaced people (IDP).
- \* Transparency: Examine the openness, accountability, and accessibility of information and decision-making processes.
- \* Adaptability: Assess the project's capacity to respond to changing circumstances and adapt its strategies or activities accordingly.
- \* Legitimacy: Evaluate the project's alignment with legal frameworks, regulations, and ethical standards.
- \* Resilience: Assess the project's ability to withstand and recover from shocks, disruptions, or uncertainties.
- \* Equity: Assess the fairness and distribution of benefits among different stakeholders and communities.

**Coordination:** Evaluate how much the project has coordinated with relevant actors to ensure seamless implementation, participation/inclusion, ownership, and legitimacy of the project.

- \* Review how coordination among stakeholders, among governance programs/projects, and synergies with other project / program (if any) have been manifested and contribute to the project effectiveness.
- \* Collaboration: Evaluate the level of cooperation and partnership with relevant stakeholders, including government agencies, NGOs, communities, and private sector entities.
- \* Participatory: Assess the degree to which the project involves and empowers local communities, allowing them to actively contribute to decision-making and implementation processes.
- \* Review how coordination among stakeholders especially FCA and NRTP, and other relevant stakeholders, among governance programs/projects and synergies with other project / program (if any) have been manifested and contribute to the project efficiency.
- \* Review how coordination among stakeholders, among governance programs/projects and synergies with other project / program (if any) have been manifested and contribute to the project wider impact.

**Sustainability:** The evaluation will assess the potential sustainability of projects benefits. It will describe the project's effect on, and outcomes related to the development and capacity

strengthening of groups and institutions, and their roles in developing integrated sustainability strategies. The following issues will be relevant:

- \* Sustainability of the project results and outcome, including financial sustainability, institutional sustainability (as mentioned in the project document).
- \* The ownership of objectives and achievements, e.g. degree to which stakeholders and project beneficiaries, including community structures, and government representatives were consulted on the objectives from the outset, how that ownership is likely to contribute to the sustainability of project outcomes, whether project structures and mechanisms helped ensure ownership and buy-in.
- \* How national policies will affect the maintenance of project outcomes after the project ends and the level of support from government, public and civil society organisations – specifically in the context of the Wadajir Framework.
- \* How policy support and the responsibility of the beneficiary institutions will affect the project (positively or adversely).
- \* The extent to which the project is embedded in local partner institutional structures and how formal and informal institutions have been properly prepared for taking over technically, financially and otherwise.
- \* If local partner organisations/ target groups embraced the vision and aims promoted by the project and the extent to which they can continue the project independently? Do they have their own problem-solving strategies?
- \* The degree of sustainability in the community level structures created through the project, the enablers and blockers to their continued function following the end of the project. The extent that they will continue to function after project support ends.
- \* Assess the local capacity level for continuing the work after the project ends, particular focus with capacity enhancing activities undertaken.

**Lessons learned and Best Practices:** The evaluation will include a summary of key learning generated by the project, guided by questions such as:

- \* How has learning been captured and applied throughout the project and what has been the impact of this application?
- \* What are the important lessons learned and best practices and how can they be used to improve future projects? Scalability: Evaluate the potential for the project to be expanded or replicated in other contexts or regions.
- \* More specifically, what evidence based best practices and approaches in terms of community dialogues and social reconciliation are identified?
- \* What insights can be gleaned from the evaluation of the project which would be valuable to share with partners, the project and wider stakeholders, and concrete/practical recommendations for future reconciliation and local governance processes/projects/phases?
- \* What are the main challenges, and how were they addressed/mitigated?

## **6. Deliverables**

- Project final evaluation inception report detailing the assessment approach, methodology, sampling strategy, work plans, and data collection tools.
- Project final evaluation draft report that summarizes the key findings based on the different themes, conclusions, and practical recommendations, with particular attention to analysis on aspects of impact on gender and social inclusion.
- Presentation of findings and feedback sessions with project team (and, maybe for the donor and other stakeholders) after review of draft report.

- Annex document to final evaluation report. This document summarizes and highlights all the evidence-based and actionable recommendations identified during evaluation, with a focus on recommendations that can be replicable and scalable in future programming by key stakeholders and implementing partners.
- PPT slides on the evaluation key findings and project final evaluation report (final clean version) that considers the comments from the FCA Somalia team.

#### **7. Duration of Contract**

Duration of this contract is 45 days, between 1<sup>st</sup> January to 28<sup>th</sup> February 2025.