



WSP TRANSITION PROGRAMME

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INTERNAL EVALUATION OF ACTIVITIES IN NORTHEAST SOMALIA (PUNTLAND)

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INTRODUCTION

WSP country projects are not easy to evaluate, because WSP's innovative approach attempts to combine research with the facilitation of dialogue and the identification of new policy approaches. In consequence, the country projects are neither action projects in the conventional sense, with well-defined and straightforward objectives and outputs, nor are they 'normal' research projects with well-defined problems and expected outputs. WSP outputs are both 'processes' and 'products', some measurable, others not. This evaluation attempts to examine both, and the relationship between the two.

Given WSP's experimental nature, evaluation and assessment are integral parts of the project's concept. Regular assessments of project developments have already taken place in order for project participants to determine future directions. Similarly, a final country project evaluation is intrinsic to the project. Following guidelines established in other country projects, this evaluation report sets out to assess the extent to which the WSP Puntland project has been successful in achieving WSP stated objectives. One of the main objectives of the project was 1) contribute meaningfully to the formidable rebuilding task facing the people in Puntland in post-conflict situation characterized by institutional fluidity (absence or existence of weak centralized system of authority; 2) assess and influence emerging policy responses to reconstruction.

The situation in Northeast Somalia demanded adaptation of the project from its format in other countries. First, project activities were initially decentralized to the regional level (Bari, Nugaal and north Mudug), then later shifted to the zonal level (Northeast Somalia) in order to keep pace with political and social developments. Second, an independent research theme addressing the role of women in post-war rebuilding issues was introduced upon the recommendation of participants in the first Zonal Project Group Meeting. Third, some of the workshops addressing research themes were held in remote villages so as to elicit the views of the rural population and extend WSP participatory approach to marginalized sectors of the population living in peripheral areas.

Objectives

The WSP Transition Programme is a joint activity of UNDP, UNDPA, UNOPS and PSIS

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The project has focused on the complex problem of international assistance in post-conflict situations. It has attempted to assist actors with designing new approaches and translating them into operational practice, and it has done so using innovative and experimental methods. This evaluation is intended to reflect the following aspects of WSP activity:

1. As the project concept and methodology are novel, an examination of its achievements is particularly useful in determining the merits of this new approach
2. Many multi- and bilateral actors of international assistance, and national authorities and actors in the countries concerned, have invested many resources and much energy in the project. Even though the project has been a participatory exercise with donors associated in a continuous way with its implementation, the evaluation should particularly assist: national decision-makers, as key stakeholders in the project, in assessing how useful the project activities and the policy recommendations emerging from it have been in helping them to tackle the complex challenges they are facing; and donors in assessing how useful their contributions have been, both in terms of assisting the selected country where WSP work was carried out, and in re-thinking their own policy response to these kinds of situations.

In this internal evaluation, the focus has been on the relevance, effectiveness and impact of the project in terms of its stated goals. It is intended to assist main actors who participated in the Puntland project with reviewing their experience of the project. Participants will want to draw lessons and take decisions of future activities. Hence, the internal evaluation has tried to establish WSP's:

1. relevance to the process of rebuilding
2. impact in clarifying options for rebuilding policies
3. impact on national and international policy formulation and implementation in rebuilding,
4. effectiveness in developing or expanding national capacities for independent and critical research and analysis.

In so doing the evaluation has examined WSP's success (or otherwise) in achieving the following stated goals:

- Increasing an understanding of complex post-conflict situations and problems
- Improving policy responses to these situations and translating them into operational practice
- Promoting interaction between the various actors involved in the rebuilding process
- Developing or expanding Northeast level capacities for independent and critical research analysis

Finally, in considering the both the "process" and the "product" outcomes of WSP's work, the evaluation has attempted to establish:

- how effectively the different working project groups/workshops functioned



- the effectiveness of the approach in clarifying options for rebuilding policies
- the impact of the field research in generating the necessary information for discussion and integrated policy analysis
- the quality of the products, i.e. the potential effectiveness of the regional and zonal notes and entry point papers and the policy recommendations of the working groups

Method

At the time of this internal evaluation (December 1999 to January 2000) the main research phase had been concluded. Final drafts of the research papers had been completed, but were in the process of copy editing prior to their distribution as completed document. Efforts to develop a successor organization were underway but had yet to be finalized.

The internal evaluation used structured questionnaire (Annex I) prepared in Nairobi by the Research Associate, with the assistance of the Project Coordinator, as the main tool of investigation. An assistant directly administered the questionnaires to participants selected for interviewing: 28 working group members who had regularly participated in the thematic workshops and showed interest in the work of WSP Puntland project. The selection of the respondents was carried out in consultation with director of the planned successor organization and his administrative assistant, ensuring that diverse participants in the process be represented. The direct application of the questionnaire by the assistant was thought more feasible than sending the questionnaire in written form to interviewees - reflecting WSP concerns that participants may not return the filled questionnaires. The responses to the questionnaire form the basic data for the internal evaluation.

In the course of the data collection for the internal evaluation, the Research associate worked closely with the assistant, participated in a number of the interviews and held informal discussions with the project staff and workshop participants found in the regions of Puntland. Insight gained from informal discussion enriched the experience of Research Associate and contributed to the evaluation.

Financial limitations at the end of the fiscal year prevented the conduct of a more elaborate evaluation exercise involving an evaluation working group (an approach used in other WSP country projects). Also, since the respondents were dispersed across a vast geographical space made up of three administrative regions, engaging evaluation working group in such a context would have required additional time, effort and cost.



RESPONSES TO THE QUESTIONNAIRE

Section A: General Information

Q.1. Do you represent an internal actor or external actor?

Respondents identified themselves as follows:¹

External: 5
Internal : 23

All five external actors interviewed were resident in Boosaaso, where most international organizations are based despite a Puntland government decree instructing them to move their regional offices to the new capital at Garowe.

WSP activities generated greater interest and participation from local actors than among international actors. Participation of the international actors was both limited and irregular. This might partly be explained by the interest of external actors in those workshops corresponding specifically to their mandates and areas of specialisation. Accordingly, workshops addressing social services particularly attracted the attention and interest of external actors, followed by governance workshops. Relatively speaking, social integration, economy and gender workshops attracted less the involvement of international actors. Decision-makers based in Nairobi rarely participated in the WSP process.

Among internal actors, the number of participants representing non-governmental local actors far exceeded those from the government. The majority of participants in the WSP process were therefore Puntland-based representatives of non-governmental actors. These proportions are relatively well-reflected in the distribution of respondents for the evaluation.

Q.2. Please state the number of the workshops/working group meetings you have attended? Which ones?

Of the 28 respondents, participation in workshops was distributed as follows:

Social Services Working Group	8
Governance Working Group	8
Social Integration Working Group	7
Economic Working Group	3
Gender Working Group	2

¹ See annex 2 for Regional Distribution, Working Group Membership and Professional Status of the Respondents.



Section B. Achievements of the Project

Q.3. Describe to what extent the project succeeded in promoting increased cooperation between actors involved in the rebuilding process?

The following responses represent a sample of those who suggested that the project has promoted increased cooperation between actors:

- ❑ *The relationship between the police and different sectors of the society has improved tremendously due to the influence of WSP interactive and participatory research on social integration of the militia and on governance.*
- ❑ *WSP work highlighted and brought to public attention entrenched obstacles to rebuilding that are usually associated with international actors - lack of coordination and cooperation as well as overlapping of activities. Cooperation among external actors, and also between externals and locals, has since remarkably improved at the sectoral level in particular. For example, inter-agency sectoral committees for education, water and health have been established in 1999. Interaction and co-operation between international actors and the government has also improved as indicated by the establishment of sector committees such as Puntland Education Steering Committee composed of external and internal actors.*
- ❑ *Before, there was no interaction between professionals, political leaders and other local actors living in different administrative regions. Despair and a lack of orientation accompanied the uncertainty that followed the Somali disintegration. WSP created a forum for disillusioned local people who had not previously been able to come together and discuss issues of common interest. WSP work revived the hopes of people and gave them a new feeling of importance.*

One respondent offered a dissenting view:

- ❑ *As a matter of fact, the project did not improve cooperation between actors. Positive signs of cooperation seem to have emerged in the main research phase from WSP workshop discussions. But at the end, nothing tangible has been changed as the recommendations from the entry point papers have not been implemented and external actors continue rehabilitation and reconstruction activities in a disjointed manner, and often according to their mandates with little or no cooperation and coordination of activities.*

It should be noted that the dissenting respondent did not actually dispute that the project has increased cooperation between actors engaged in reconstruction of Puntland, only that the recommendations outlined in the entry point papers had not yet been implemented – a separate issue.

One respondent described concrete examples of cooperation he attributes to WSP's work. In reality, it is not possible to accredit increased cooperation between key actors entirely to WSP participatory action research. Coordination bodies that serve as regular forums for external actors in Nairobi, SACB and UNCT, have for some time also been prescribing overall improvement of coordination and cooperation. Financial imperatives could also be suggested as a contributing factor, since external actors are faced with dwindling aid and have therefore been obliged to cooperate in order to economise scarce resources. It seems probable that the cumulative effect of these factors are together



responsible for the increasing cooperation between actors. WSP activities coincided with these trends and possibly helped to accelerate and guide them.

Overall, the responses to the question suggest that WSP project contributed somewhat to an on-going process of increasing cooperation between external actors as well as between external and local actors. Non-governmental local actors generally identified the most significant contribution of the project as being promotion of inclusive, open and frank discourse between the government and local actors on key rebuilding issues. The most important contribution of the project in terms of cooperation between actors is perhaps that it provided an opportunity for local actors found in the regions to come together and discuss priority issues for reconstruction.

Q.4. Describe to what extent you gained understanding of the roles of various actors?

Respondents unanimously asserted that participants in WSP workshops and people in Puntland have gained more understanding of the roles of the various actors. Some respondents articulated the shifting and unpredictable social situation prevailing in the post-war period and suggested that the arrival of WSP helped to clarify reconstruction issues and to define the respective roles of the various actors. The following responses could be considered as typical:

- ❑ *I have to admit to having learned how the lack of an efficient counterpart for external actors accounts for a great part of the confusion in the post-war reconstruction. It can be argued that collaboration with external actors often meant heightened competition for rent facilities, cars, employment, etc.*
- ❑ *The project helped me realise the glaring absence of strategies and approaches of the various actors involved in the delivery of social services. I was amazed by the substantial knowledge representatives of different sectors of the population have about the situation of water in Puntland – and the substantial contribution made by public participants in the workshop identifying problems affecting the sector and proposed solutions.*
- ❑ *I have become familiar with many people and understood the diverse responsibilities of actors involved in rebuilding; I have realised that I can play a role in the rebuilding process; I have understood that rebuilding process is essentially a collective effort and that some roles are specific to particular actors; I have learned the greater role of the public in the rebuilding process and WSP project has changed my previous attitude of waiting for everything to be done by the centralised authority.*
- ❑ *Actors expressed diverse opinions reflecting their level of thinking and understanding on issues that have relevance for rehabilitation and reconstruction. As a journalist, I have understood the different interests of the various actors involved in the reconstruction. I have also understood the specific roles and functions of the different actors in the rebuilding process and the combined roles of the community as both a beneficiary and active participant in reconstruction. Public participants in the governance workshops have understood that the government is essentially a servant of the public and decisions ultimately lie with ordinary citizens.*

- *Before the WSP project, much of the reconstruction effort was expected from external actors in the post-war period; now Puntlanders have realised that this is not so and the public has an important function to play in the reconstruction process. The government seems to be interested in replicating the discredited centralised system of government and tends to be inclined to usurp the roles of the different sectors using distribution of responsibility as a justification. External actors seem to have understood that their activities cannot be sustained without effective local counterparts and community participation, forcing many of them to rethink their approach and some of them are beginning to limit their work to provision of technical assistance.*

Overall, respondents credited WSP participatory action research with providing a new forum that permitted them gain a better understanding of the roles of different actors engaged in rebuilding Puntland. This makes sense in the context of prolonged transition, which is characterised by absence of effective channels of information between internal and external actors and reluctance on the part of international actors in sharing vital information among them. Lack of public or private research institutions in Puntland or credible mass media to influence public opinion allowed research and practical data to be monopolised by external actors in the post-war period.

Some of the respondents also suggested that WSP participatory action-research has promoted increasing understanding of community responsibility in rebuilding and the need of the local population to play an active role in the process so as to attain sustainable development. A number of respondents echoed an understanding of rebuilding process as a collective exercise in which every individual in the society has a vested interest and a role to play even though key actors have specialised functions that could supplement people-driven process of change and development.

Section C. Policy Formulation and Implementation

Q.5. Describe to what extent you gained understanding of the issues researched?

The following is a representative sample of responses:

- *Diverse opinions expressed by the participants in the workshops on themes researched were interesting, stimulating and enlightening.*
- *The difficult task of prioritising issues for rebuilding by diverse actors with different interests and defining proper roles for different actors engaged in the rebuilding process was an educational experience for me. I have understood the importance of the selected entry point papers for rebuilding.*
- *At the beginning things were confused. Nonetheless, as the workshop debate on priority issues for reconstruction progressed, the issues were clarified and linkages between them became apparent as well as the significance of topics selected for research.*
- *Before WSP began its operations in Puntland, serious political differences divided Islamists, traditionalists and proponents of modern administration. Such differences were narrowed as a result of WSP participatory action research attended by the competing parties; nonetheless, the*

continuation of inclusive political dialogue was thought necessary in order to agree upon a system of governance best suited to the current decentralised reality.

- *In the first place, let me say that it was WSP participatory methodology that made everyone feel that he is important and has contributed to rebuilding Puntland in some way. This methodology engendered sense of [that everyone] is indispensable, and created what could be called “the WSP magnetic field.” What I understood from the issues researched was that nothing is difficult if properly researched. [The] education theme most interested me: ‘without a healthy education policy we will be all beasts’. All in all, we were shown the way and that was a great achievement for WSP and for Puntlanders in particular.*

The question confirmed that a generally good understanding had been gained by the participants in the workshops on the themes researched, as well as an understanding of linkages between issues researched and the relevance of research for reconstruction. Not unexpectedly, responses to this question drew comments on specific themes falling in the areas of interest of the participants in thematic workshops. In addition, several respondents articulated the benefits derived from understanding WSP methodology and themes investigated.

Q.6. Have the outputs of the project) regional and zonal notes and entry point papers) so far influenced the planning and implementation within your own organisation/community? Please explain.

This question drew mixed responses. The majority of the respondents (18) acknowledged that the outputs have been applied by organisations/communities found in Puntland. The majority of the remaining responses (8) asserted that since the results of the project has just been finalised and not yet disseminated it is too early to answer the question at this point in time. Two respondents predicted that the outputs will be used in the future.

The respondents who have acknowledged the use of WSP products for planning and implementation purposes belonged to the following categories:

<u>Type of actor</u>	<u>Number of Responses</u>
Local NGO	6
Government	6
External actors (UNICEF)	2
Freelance Consultant	1
Press	1
Elder	1
Businessman	1

Typical responses included the following:

- ***Kaalo NGO*** *prepares projects on the basis of problems identified by WSP research*
- ***UNICEF*** *studied and decided to adopt priority issues identified for resolution by WSP in the social services paper... UNICEF’s education section used the subsection on education in social*

services entry point paper for planning and implementation of the organisation's educational activities.

- ❑ *Ideas borrowed from WSP research help **the police** carryout its duties effectively as it facilitated close cooperation and consultation with the people.*
- ❑ *WSP research products have relevance for the **Ministry of the Interior** and we use them as reference material. We have also incorporated some of the tools of participatory action research in the work of the Ministry, for example, consultation with lineage leaders and the public at large.*
- ❑ *People are now talking differently. Even the second session of **Puntland parliament** is totally different from the first one because of influence by WSP products and methodology. In its second session, the parliament adopted the slogan 'let us tell the truth' and somehow they did this by producing the first objective and critical assessment of the government's performance.² In qaad sessions, folks now talk about issues that have relevance for rebuilding and not about personalities [or group] interest, as in the past. Topics for discussion often include themes researched by WSP in the main research phase e.g. governance, taxation, health, education, economy, etc. This was not common two years back.*
- ❑ *The entry point papers are still with the WSP staff and members of the working groups. The results have not yet been disseminated to all the participants in the workshops and the wider public. Therefore, any comments on the influence of the products for planning and implementation purposes within the community are still premature.*

The most supportive and enthusiastic responses generally came from local, non-governmental actors, who regularly attended the participatory action research fora. Such respondents most clearly identified the uses made of WSP products as a reference material and as valuable sources of information in the preparation and management of project activities.

National professionals working with UNICEF also acknowledged that WSP research products have been adopted by the organisation as priority issues for action and were utilised for planning and implementation purposes. The two national professionals interviewed stated that "*the organisation's departments for education, water and sanitation, intend to use WSP research products in the future, particularly in designing 2000 programmes*".

Government responses to the question were also favourable. The Ministry of Internal Affairs and Security claims to have adopted WSP participatory methodology. WSP research papers are said to be used by parliamentarians attending the second session. Ideas borrowed from WSP participatory action research have reportedly been adopted by the police force. WSP staff in Puntland claim that government officials use WSP research products in carrying out their functions without acknowledgement, and cases in which government officials provided copies of WSP research products to visiting missions were reported during the evaluation.

² *Members of parliament attending the second parliamentary session are said to have frequently consulted WSP research outputs, which serve as a major source of information available in Puntland. Some observers felt that the adoption of WSP participatory methodology had helped to improve the parliaments capacity to assess government performance and to pass legislation.*

In general, WSP research products seem to be accepted by the government as they are thought to provide a good reflection of the experience of Puntland in the post-war period and to have generated relevant practical data and recommendations that could facilitate rebuilding. However, some government officials have not been comfortable with certain sensitive issues that were researched by WSP project, including governance-decentralisation, taxation, harmonising traditional and modern systems of rule, etc. These areas are thought to be the prerogative of government and WSP participatory action-research involving the public is thought to have transgressed government responsibility. The WSP paper concerning the role of women in post-war rebuilding has been banned by the high court of Puntland.

D. Benefits Perceived by Different Actors

Q.7. Have you used the findings in any way? How?

Three of the respondents found difficult to grasp the question by confusing the findings and recommendations with the broader research products. Accordingly, three respondents replied to the question “same as above”. The same number said they did not make use of the findings. In addition, five interviewees erred by replying that they had used the findings “as a reference material” – a common response to question number 6.

<u>Response</u>	<u>Number</u>
Same as above	3
No	3
No response	1
As a reference material	5
Others	16

Below are some of the remaining responses:

- ❑ ***UNICEF's** education sector has used the findings of the education section in the social services entry point paper in formulating educational plan of action for Puntland and for the country as whole.*
- ❑ ***UNICEF** and leaders of the beneficiary communities first of all organise a democratic forum in which an agreement defining distribution of responsibilities and the actual demand for water is reached. For instance, in the case of provision of a pump by **UNICEF** for an existing community well, the beneficiaries build the shelter for the pump and pay the installation cost.*
- ❑ *The findings have been used in social integration in North Mudug region where the problem of **militia and armed youth** was most pronounced.*

Q.8. In what ways has the project impacted the activities of the actors involved in the rebuilding process?



With the exception of one, all respondents registered that the project has impacted on the activities of the actors involved in the rebuilding process. The majority of the respondents asserted that the project had greater impact upon local non-governmental actors than on external actors. A sample of responses:

- ❑ *WSP project impacted **non-governmental participants** greatly as it ingrained in their minds collective decision-making. It seems even the government has become reluctant to impose political decisions without public consultation.*
- ❑ *The project has [helped to institutionalize] the process of collective decision-making process among actors assisting reconstruction in Puntland as all interested parties now decide matters that are of common interest through consultation and consensus. Different sectors of the society appear more willing than before in assuming responsibility in the rebuilding process instead of waiting for other actors (government and internationals) to do everything for them.*
- ❑ *The public nowadays resolves security problems before they report to us [the police] including combating criminality.*
- ❑ *The project improved understanding between diverse actors, as it has also improved interaction and understanding between rural and urban sectors of the population in Puntland. As a result of participation in WSP workshops, rural communities attained self-esteem from being consulted and engaged in public discourse.*
- ❑ *Knowledge and understanding about Puntland has improved, the roles of the various actors have become clearer. The impact of the project can be witnessed in the continuing daily discussions among the urban elite and pastoralists. These discussions now revolve more around social services issues than clan issues as in the past.*
- ❑ *Before WSP research work in Puntland, external actors planned and implemented their activities with little or no base line data.*
- ❑ *Participants of the WSP process internalised the principle of dialogue and promoted it. Local NGOs, civil society and the public appear to have increased use of participatory approach in decision-making.*

The one dissenting response:

- ❑ *It needs more time to assess the impact of the project on the activities of the actors involved in the rebuilding process*

The above responses suggest that WSP activities helped to foster a sense of self-reliance and public responsibility (ownership) for the rebuilding process. The project is also said to have increased public awareness and interest in collective decision-making processes. The comments of a Divisional Police Commander describing increased public responsibility in policing are illustrative of this dynamic.

E. Impact of WSP Action-oriented Research Methodology



Q.9. Have you used the approach/methodology in any way? How?

Twelve respondents failed to give an answer or said they had not used the methodology, despite numerous references to application of the methodology in previous responses.

The following is a representative sample of the responses (16) of those who indicated that they had used the methodology:

- ❑ ***Parent school committees** regularly consult **teachers** mainly as a result of WSP participatory action research. **The municipality in Boosaaso** also regularly consults women in the town. The participatory approach provides a voice, role and recognition for everybody.*
- ❑ *We apply WSP participatory methodology at the village level in the collective identification of the existing need for water and sharing responsibilities with community involving water supply projects in rural areas assisted by **UNICEF**.*
- ❑ *The decision-making and management of our **newspaper** is participatory; research, selection and prioritisation of news items are conducted collectively; the newspaper gives respect to freedom of speech and individual opinions is tolerated.*
- ❑ *[As a **freelance consultant**] I have organised workshops for different organisations operating in Puntland. I have borrowed from WSP workshops the preparation of a discussion paper to stimulate and direct workshop discussions.*
- ❑ *Our **NGO** uses participatory approach in its activities. First of all we visit the proposed project site and ask local beneficiaries participate in the preparation of projects.*
- ❑ *We **traditional leaders** use participatory methods of mediation and consensus in resolving conflicts.*
- ❑ *We use the methodology in carrying out the activities of **Community Education Committees** (CEC) and in resolving conflicts at the school level.*
- ❑ *I have used the participatory approach in **parliamentary** functions.*
- ❑ *[As a **contractor**] I have used the participatory approach for **training**.*

Q.10. Generally speaking, what do you think a) were the most important short-term impacts of the project ? b) could be the most important long term impacts of the project?

The responses are listed below:

a) Short-term impact:



- ☐ *Promoted self-reliance and public ownership of the rebuilding process and restored hope and self-confidence*
- ☐ *Changed public perceptions of the government, which is no longer seen as something suspended above the people but a body accountable to the people*
- ☐ *Improved understanding of the roles of different actors*
- ☐ *Improved familiarity and interaction between different sectors of the society and promoted understanding and cooperation between actors involved in reconstruction*
- ☐ *Promoted understanding of the role of participatory action-research in the rebuilding process*
- ☐ *Produced relevant and useful recommendations*
- ☐ *Created local capacity for independent research and critical analysis*

b) Long-term impact:

- ☐ *Clarified critical issues that have relevance for rebuilding*
- ☐ *Promoted a culture of tolerance and respect for diverse opinions*
- ☐ *Created grassroots support and momentum for development of decentralised political structures of government*
- ☐ *Better cooperation between the government and the governed*
- ☐ *Could facilitate reconstruction and socioeconomic change*
- ☐ *Produced base line data for better policy formulation and implementation*
- ☐ *It could make a significant impact if recommendations are fully implemented*
- ☐ *Improved independent research and analytical thinking*
- ☐ *Improved understanding of the roles of diverse actors and enhanced co-ordination*
- ☐ *The successor body will provide training for future researchers*

Q.11. In view of your responses to Q10 above, do you think the project has been beneficial for Puntland? Why? How?

The majority of the responses indicated that the project had been beneficial for Puntland. As to why and how the project has been beneficial for Puntland, most of the respondents repeated answers given to short-term and long-term impacts of the project.

Listed below are answers to the question that do not repeat earlier responses:

- ☐ *Created an unprecedented opportunity for dialogue between the government, representatives of local organisations and leaders representing different sectors of the society*
- ☐ *Promoted exchange of knowledge and experience*
- ☐ *Linked the administrative regions of Puntland*
- ☐ *The project extended the frontiers of participatory research to previously neglected rural areas*
- ☐ *Inspired and resurrected the public morale, in particular among professionals and educated elite*
- ☐ *The project reversed pervasive confusion and mental degradation in the post-war period*
- ☐ *Produced a short list of priority issues collectively identified by external and internal actors for action in order to facilitate reconstruction*
- ☐ *WSP research output enabled the international community to learn about Puntland*
- ☐ *The project has improved the image of Puntland by producing research products that allowed the donor community to learn much about Puntland*
- ☐ *Future generations will inherit important reference data*



Two respondents felt that the project should not be allowed to become one-time exercise and should be continued in the future.

F. Problems

Q.12. In your view what were the weaknesses or flaws of the project? Please explain.

Respondents identified numerous flaws in the project. Answers have been grouped thematically:

WSP Process:

- ☐ *WSP research and approach was novel to actors operating in Puntland and this inevitably created both supporters and enemies for the project*
- ☐ *Initial misunderstanding and misinterpretation of the project*
- ☐ *Difficult to understand WSP's objectives*
- ☐ *Limited time frame considering the scope of the work*
- ☐ *Over-ambitious*
- ☐ *Project activities suffered from frequent interruptions and delays*
- ☐ *Themes researched were too limited*
- ☐ *The research team lacked experience*
- ☐ *Discussion and interaction between researchers and working group members was too limited*
- ☐ *Selection of both the participants and working groups has not been properly done*
- ☐ *Urban-bias*
- ☐ *Religious leaders were less represented*
- ☐ *The level of education and quality of the participants greatly differed with some of the participants being uneducated and could not express their opinions clearly*

Women's issues:

- ☐ *Encouraged women to transgress Islamic values*
- ☐ *Gender research generated differences and a lot of noise*
- ☐ *A wide gulf existed between orthodox Islamic culture and the liberal approach and attitude of the gender researcher*
- ☐ *Women were under-represented in the workshops*

Research products:

- ☐ *WSP research products are mostly qualitative and made less use of quantitative data*
- ☐ *Some of the opinions from the workshop participants were not incorporated in the final product and some were misinterpreted*
- ☐ *Section on water in the social services paper was relatively weak, as the project was not able to hire a water specialist to do the task.*
- ☐ *Editorial problems with the draft Somali translations*
- ☐ *Research output has not been disseminated*

G. Gender

Q.13. In your view was the participation of the project activities true to its neutrality in terms of gender balance?

Ten respondents stated that although the number of men and women who actually participated in the workshops varied greatly (with men dominating the process), the project had remained loyal to the principle of gender balance.

The remainder of the responses (18 out of 28) were either undecided or negative.

The following is a sampling of responses:

- ❑ *There is no gender balance in every aspect of the Somali society. Men dominated the research work even though women participants were given an opportunity to contribute to the process.*
- ❑ *Men dominated the workshops, nevertheless, it was a positive move and good beginning for participation of women in public discourse.*
- ❑ *It is very important to acknowledge that this project gave women an unprecedented public role regardless of judgements over whether it has been neutral in terms of gender balance or not.*
- ❑ *I personally did not like the gender issue to be brought to the central stage for public debate, because it sidelined other important issues. The gender issue has tried to create non-existing gender discrimination and unnecessarily divided the society.*

Q.14. To what extent has the project contributed to the improved understanding of the role of women in rebuilding?

The majority of the interviewees indicated that the project contributed to an improved understanding of the role of women in rebuilding.

The following answers are representative of the majority view:

- ❑ *The indispensable role of women in rebuilding has been understood, especially in the area of economic rebuilding where women dominate the informal economy. Although women's role in political, social and economic rebuilding is at an early stage, traditional and religious leaders accepted to sit with women in WSP forum and exchanged views on the role of women in rebuilding and controversial gender issues in general.*
- ❑ *The role of women in rebuilding has improved because gender issues were discussed in the entry point papers and specific gender workshops were organised. Regardless of sex, the participants of the process understood the role of women in rebuilding. The process also encouraged women participants to speak in a forum dominated by men and expressed their opinions on critical issues affecting women and the wider society.*

A minority expressed more cautious, less positive views:



- ❑ *Addressing the role of women in rebuilding and the gender issue in general faces formidable obstacles, but the project has broken an ice by placing these themes to the center of public debate in an open way that was never done before in Puntland.*
- ❑ *It is difficult to say and probably early to judge whether the project has succeeded or not in improving the understanding of the role of women in rebuilding, nonetheless, given the participation of women in WSP public forum we could argue that the perception of the public on this matter has changed.*
- ❑ *The project generated a lot of rhetoric and hot air, but the extent the project contributed to understanding the role of women in rebuilding ultimately depends on the commitment of the local communities to understanding women's role in society.*

H. Future Directions

Q.15. Would you recommend a continuation of the project (in some form)? If yes, what should be a) the main objectives? b) the institutional arrangement? (e.g. independent, semi-independent, Government based, etc), and, c) the main approach? (e.g. research, policy analysis, periodic information consultation, periodic structured seminars/workshops, discussion forums, other options)

All respondents recommended the continuation of the project, except one who chose not to respond. Suggestions for the continuation of WSP-type activities elicited diverse responses in terms of institutional arrangements, objectives and approaches.

With respect to institutional arrangements, responses were distributed as follows:

- | | |
|---|----|
| ❑ independent structure | 24 |
| ❑ semi-independent structure (involving government) | 3 |
| ❑ suggested governmental structure | 0 |

The following lists the main objectives the respondents have suggested that any future “successor organization” should have:

- ❑ *Continue WSP research and help disseminate research products*
- ❑ *Assist the government and other actors involved in reconstruction of Puntland*
- ❑ *Promote cooperation and understanding between the public and the government*
- ❑ *Promote interaction and cooperation between different sectors of the society and enhance links with external actors*
- ❑ *Encourage development of good governance*
- ❑ *Help reconciliation*
- ❑ *Facilitate socio-economic change*
- ❑ *Search for solution to deforestation and environmental degradation*
- ❑ *Train Somali researchers*
- ❑ *Develop a documentation center*

The choice of independent structure reflects general preference for small, unintrusive government structures. However, one respondent suggested that a semi-independent



arrangement would help “to reduce conflict over the management of the successor body”.

CONCLUSIONS

Overall, the responses to the internal evaluation suggest that the project has been well received by participants and is perceived as having made a positive contribution. There is also considerable evidence that many local and international actors in Puntland have to some extent adopted the participatory methodology and/or used research products for their own purposes.

Internal actors have associated wide-ranging benefits with WSP e.g. providing an opportunity for increased interaction and breaking up of social and administrative barriers, increased understanding of complex issues in post-conflict situation, clarified priority issues for reconstruction as well as producing useful recommendations for action, etc. Such feedback is perhaps not surprising, given that the project was initiated at the regional level in the first phase of the project, bringing project activities closer to the grassroots.

Beyond local and international perceptions of the project, it may be too early to assess the impact of the project since research outputs have not yet been widely disseminated and most of the recommendations remain to be considered for implementation by decision-makers. However, it is probably fair to state that as the most comprehensive research project carried out in Northeast Somalia since the collapse of the Somali government in 1991, WSP research products are likely to remain for some time an important source of reference material for the general reader, as well as for agents of change and development.

It is anticipated that an external evaluation, carried out in January 2000 will provide greater illumination of the impact of the project in Puntland. But a full assessment of WSP's work might best be undertaken at a later stage – perhaps after one year – when it may be possible to gauge the longer term effects.



Annex A

QUESTIONNAIRE FOR INTERNAL EVALUATION

General Information

Affiliation and Membership

Q.1. Please state your grouping: Internal actor
External actor

Q.2. Please state the number of the workshops/working group meetings you have attended? Which ones?

B. Achievements of the Project

Actors and Their Interaction

Q.3. Describe to what extent the project succeeded in promoting increased cooperation between actors involved in the rebuilding process?

Q.4. Describe to what extent you gained understanding of the roles of various actors?

C. Policy Formulation and Implementation

Q.5. Describe to what extent you gained understanding of the issues researched?

Q.6. Have the outputs of the project (regional and zonal notes and the entry point papers) so far influenced the planning and implementation within your own organisation/community? Please explain.

C. Benefits Gained by the Different Actors

Q.7. Have you used the findings in any way? How?

8. In what ways has the project impacted the activities of the actors involved in the rebuilding process?

Impact of WSP Action-oriented Research Approach

Q.9. Have you used the approach/methodology in any way? How?

Q.10. Generally speaking, what do you think a) were the most important short-term impacts of the project? b) could be the most important long term impacts of the project?

Q.11. In view of your responses to Q10 above, do you think the project has been beneficial for Puntland? Why?/How?



Problems

Q.12. In your view what were weaknesses or flaws of the project? Please explain.

Gender

13. In your view was the participation of the project activities true to its neutrality in terms of gender balance?

14. To what extent has the project contributed to the improved understanding of the role of women in rebuilding?

Future Directions

Q.15. Would you recommend a continuation of the project (in some form)? If yes, what should be a) the main objectives? B) the institutional arrangement? (e.g. independent, semi-independent, Government based, etc.), and, c) the main approach? (e.g. research, policy analysis, periodic information consultations, periodic structured seminars/workshops, discussion forums, other options)

Additional Comments, if Any

Please make any additional comments you may have.



Annex 2

Regional Distribution, Working Group Membership and Professional Status of the Respondents to the Questionnaire

Serial Number	Name of Respondent	Region	Category	Working Group	Profession
1.	Saed Ahmed Mohamed	Bari	External	Social Services	Water Specialist (UNICEF)
2.	Osman Barre Khaliif	Bari	Internal	Governance	Contractor
3.	Mohamed Omer Asad	Bari	Internal	Governance	Lawyer
4.	Mohamed-Deeq Abdilkadir	Bari	Internal	Governance	Journalist
5.	Hawa Isa Mohamed	Bari	Internal	Economy	Chairman of Local NGO
6.	Mohamed Ismael Isa	Bari	External	Social Integration of Militia	UNHCR Employee
7.	Abdirazak Mohamed Ali	Bari	External	Social Services	Education Specialist (UNICEF)
8.	Abdilkadir Kalif	Bari	External	Social Services	Community Specialist (UNA-NGO)
9.	Faduma Mohamed Osman	Bari	Internal	Social Integration of Militia	Teacher
10.	Ali Farah Ali	Bari	External	Economy	SRP/UN OPS Employee
11.	Nuur Salaad Muse	Nugaal	Internal	Social Integration of Militia	Government (Nugaal Police Commander)
12.	Ibrahim Elmi Warsmae	Nugaal	Internal	Governance	Member of Parliament
13.	Mohamed Abdulkadir Barre	Nugaal	Internal	Economy	Businessman
14.	Ali Mohamed Abdirahman	Nugaal	Internal	Social Services	Regional Education Officer
15.	Yusuf Ma'allin Ibrahim	Nugaal	Internal	Governance	Director General, Ministry of Internal Affairs and Security
16.	Mohamed Ali Saed	Nugaal	Internal	Governance	Freelance Consultant
17.	Ali Mohamed Abdi	Nugaal	Internal	Governance	Director of the Department of Commerce, Ministry of Commerce and Trade
18.	Ardo Saed Mohamoud	Nugaal	Internal	Gender	Chairman of Women's Association for Puntland (local



					NGO)
19.	Mohamoud Sheek Hamud	Nugaal	Internal	Social Integration of Militia	Kaalo NGO
20.	Bashir Ali Biihi	North Mudug	Internal	Social Services	Medical Doctor
21.	Asha Gealle	North Mudug	Internal	Gender	Member of Parliament/NGO
22.	Ahmed Jama Biriye	North Mudug	Internal	Social Integration	Representative of SRCS, Gaalkayo
23.	Abdirahman Ali Warsame	North Mudug	Internal	Social Services	Regional Education Officer, North Mudug
24.	Ahmed Aden Dheere	North Mudug	Internal	Governance	Traditional Leader
25.	Ilyas Mohamound Mohamed	North Mudug	Internal	Social services	Principal for Secondary School, Gaalkayo
26.	Mohamoud Yassin Mursal	North Mudug	Internal	Social Services	Traditional Leader
27.	Sheekh Abdirahman Sald Diirshe	North Mudug	Internal	Social Integration	Religious Leader
28.	Saed Aden Waayeel	North Mudug	Internal	Social Integration	Journalist

Dr. Ahmed Yusuf Farah
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WSP Nairobi