



**TRANSITION INITIATIVES
FOR STABILIZATION
Annual Report 2011/12**

- 
- 1. Increasing confidence in government institutions through improved service delivery;**
 - 2. Creating collaborative partnerships and building consensus between government institutions, the private sector, and civil society;**
 - 3. Increasing transparency through community contracting processes.**



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year of change

2012 will be etched into Somalia's history as a monumental year of change. After 21 years of civil conflict, Somalia's first formal parliament was sworn in at Mogadishu airport in August, marking the end of an eight-year transition.

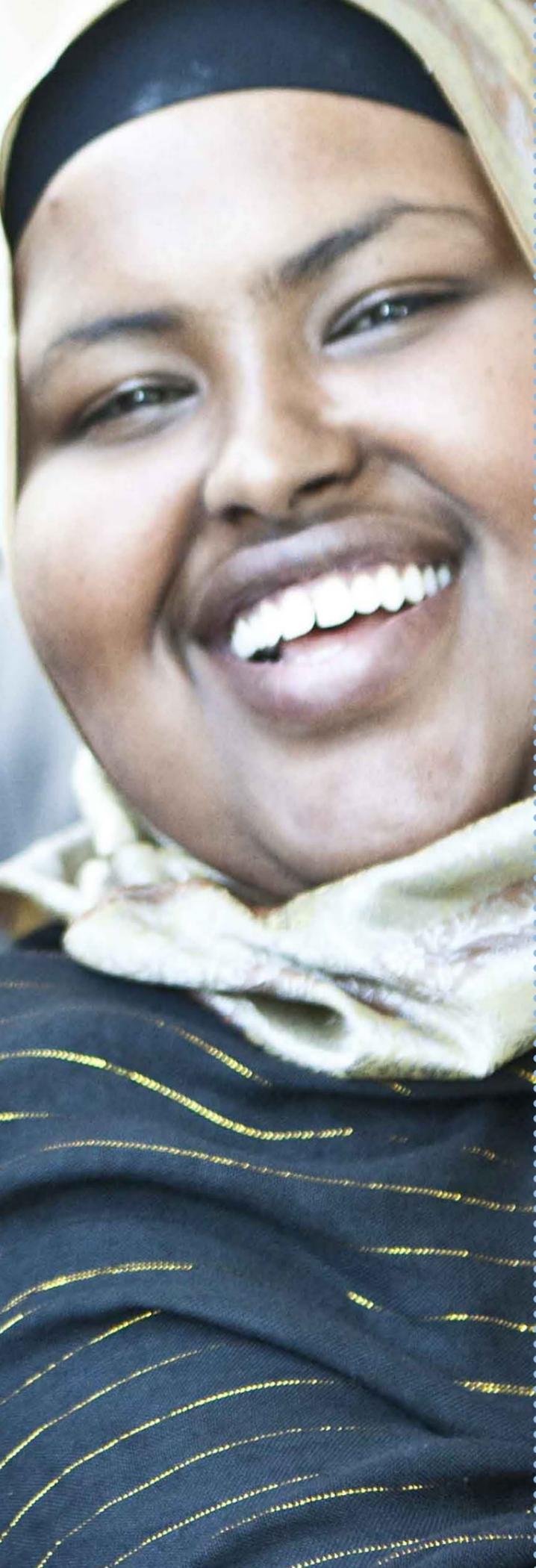
Members of parliament elected peace activist and educational campaigner Hassan Sheikh Mohamud as President in September 2012, which was the first vote on Somali soil since 1967. A founder of Mogadishu's Simad University, Hassan Mohamud was welcomed into his new post by both Somalis and the international community. The following month, Mohamud appointed his Prime Minister: fellow technocrat, businessman and economist, Abdi Farah Shirdon Saaid.

The African Union Mission in Somalia (AMISOM) continued to make significant advances, paving the way for government officials and aid organizations to gain entry into previously inaccessible militia strongholds. AMISOM captured key strategic districts from militia group Al Shabaab including Baidoa, Beletweyn, Afgoye and Kismayo, Somalia's second largest port.

Kenya officially joined AMISOM in early July and the Djiboutian authorities added an extra 800 troops boosting the number of African Union soldiers to 17,000. The European Union also expanded its anti-piracy mission and was granted approval to advance inshore, sparking a sharp decrease in piracy attacks from 233 incidents in 2011, to 70 in 2012.

Marking this newfound stability, Mogadishu was visited by high profile global leaders including the UN Secretary-General, the Assistant Secretary of State for African Affairs and the British Foreign Secretary. However, suicide attacks and violent crime continue to undermine Somalia's progress.

Meanwhile in Somaliland, separatist leaders held landmark talks in London attempting to initiate dialogue with the Somali government. The Somaliland Government also tried to appease the disputed and fragile Sool, Sanaag and Cayn region in the north. A landmark peace agreement between the Somaliland Government and prominent community leaders from Sool was signed in August 2012. Under the agreement the Government released 86 prisoners from Sool and pulled back its military forces from Buhoodle.



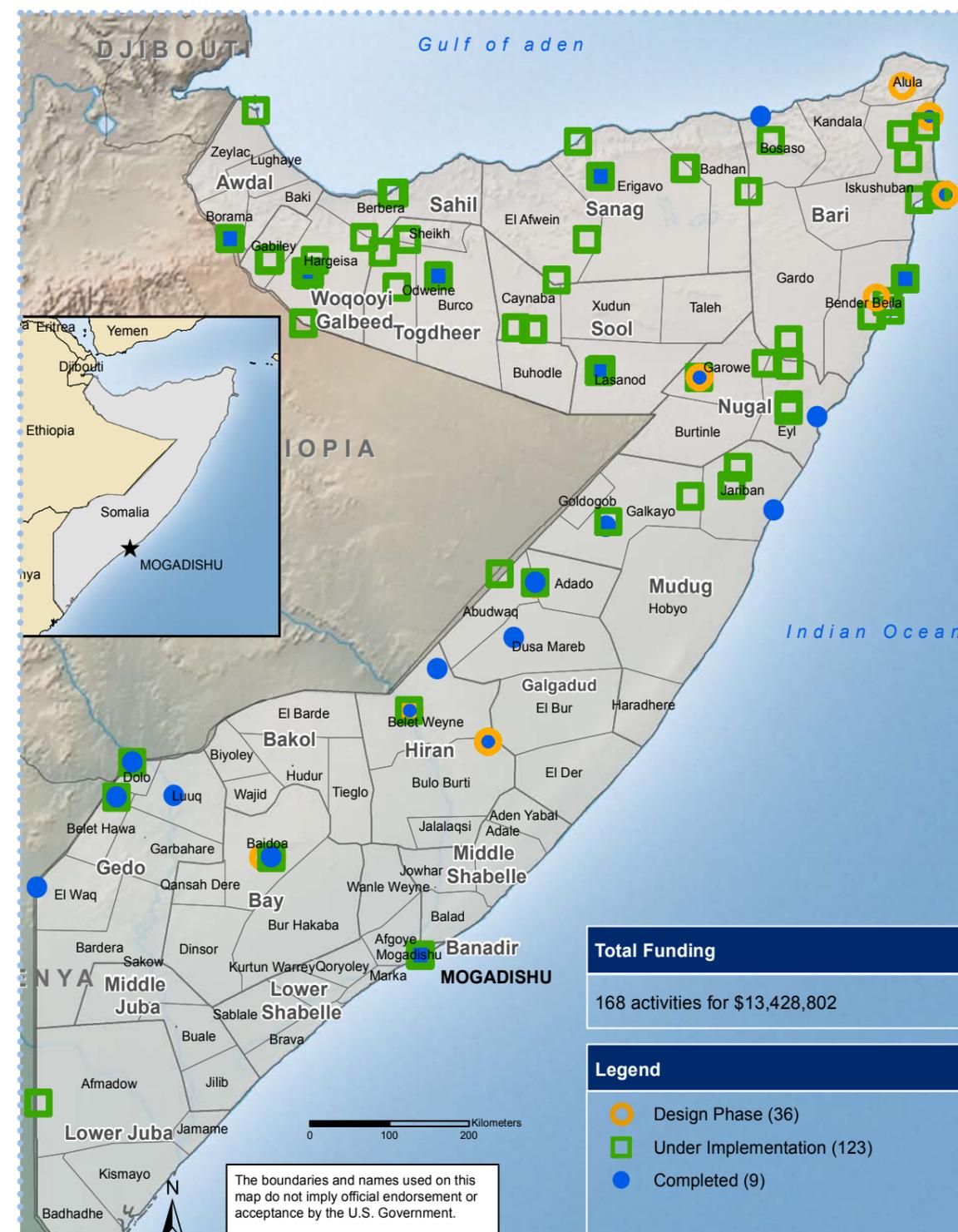
geographical coverage

Transition Initiatives for Stabilization (TIS) is a quick-impact, results driven program promoting peace in Somalia. To ensure lasting stabilization, TIS promotes Somali-ownership and aims to build confidence between government institutions and its citizens by improving public services. Between October 2011 and September 2012 its implementer, Development Alternatives Inc (DAI), facilitated the implementation of 168 grants worth \$13,428, 802.

Nine grants worth \$410,522 have been completed and 36 grants worth \$3,684,428 are currently pending.

Key activities

- **Facilitated** 21 stabilization and consensus-building planning sessions for Somaliland, Puntland, Hiiran, Galgadud, Bay, Gedo and Lower Juba resulting in 168 stabilization activities benefiting 306,973 people;
- **Increased** confidence in local authorities by supporting 31 sub-national governments improve service delivery;
- **Awarded** 66 contracts to local vendors through community contracting processes to promote fair and transparent tendering;
- **Strengthened** nine local peace committees promoting reconciliation among conflict-affected citizens in Somaliland, Gedo and Lower Juba;
- **Created** local employment opportunities for 694 people throughout Somalia.



results

Program Objective:
1.0 Peace & Security
Program Area:
1.6 Conflict Mitigation &
Reconciliation
Program Element:
1.6.1 Conflict Mitigation

“We lacked a space to promote peace and unity, but now we can hold peace talks in our new hall. We have been given the responsibility of managing the best facility in El Wak; this will give women newfound respect.”

Makay Hassan Ali, Chairwoman of El Wak Peace Committee

Creating neutral environments for peace talks

Along the Somali border clans and communities fight for survival over scarce resources, such as water and pasture. Community and government representatives from the border identified community halls as a priority for mitigating conflict by providing a space for dialogue and negotiation. Clans normally refuse to negotiate peace on each others land so constructing a neutral place for peace talks increases opportunity for dialogue and helps mitigate conflict.

TIS facilitated the construction of two community meeting halls in El Wak and Dhobley which will be managed by established peace committees. The halls will also be used to accommodate official visitors and host social events to enhance cohesion and give a sense of pride.

Supporting a democratic and peaceful transition

TIS supported Somalia's National Constituent Assembly adopt a new constitution to pave the way for the first elected government in 21 years. TIS provided a 30-day subsistence allowance to support 825 delegates partake in approving

the new constitution that included policies on international best practices and legal frameworks. The new constitution was a critical first step in formalizing the current elected government.

Promoting peace through literature, song, dance and dialogue

TIS assisted the promotion of social integration and citizenship at the fifth instalment of Somaliland's International Book Fair. The seven-day festival included a mobile library promoting reading, debates and forums on the role of literature as an effective and constructive tool to mitigate conflict and promote community cohesion.

In partnership with the United Nations Development Program (UNDP), TIS co-funded the "Peace Caravan", a mobile performance troupe promoting peace through sport, drama, song and dance. Run in conjunction with the Ministry of Interior and facilitated by Kow Media, the Peace Caravan performed peace messages at a national football tournament, which was broadcast to millions of Somalis through national television and FM radio. The troupe gave 18 performances and conducted ten community dialogue events that brought together a diverse array of participants including elders, young people, scholars, policewomen, regional authorities and poets.



Promoting women's leadership

In 2012 TIS initiated an 18 month Leadership Academic Cohort program for women. Ten Somali peacebuilding practitioners recognized for their leadership potential were invited onto the program aimed at setting the foundations for developing a regional peacebuilding network in Somalia.

Four women were granted visas to study in America at Eastern Mennonite University in May 2012 and the remaining six women completed courses in Hargeisa, Somaliland in September 2012.

Courses included conflict analysis, strategic peacebuilding and understanding trauma and restorative justice. "During this course I met people with the same passion and vision. This was a once in a lifetime opportunity that will help women create and sustain peace agreements in Somalia," commented participant Amal Ibrahim (pictured above).

PROMOTING FEMALE DIALOGUE

“This hall will be a venue for gender equality, economic engagement and political participation. This is a positive step towards the fight against the discrimination of women.”

Salado Mohamed, co-founder, Bendar-Beyla Women's Association

Women in Bendar-Beyla often succumb to the traditional role of “housewife”. Grain grinding, cleaning and cooking are the daily responsibilities expected from women in this coastal town. To empower women in social-economic and political decision-making, TIS is working with the Bendar-Beyla administration to construct a social hall.

“The venue will provide skills training in weaving, knitting and tailoring. It will offer a space for seminars, conferences and workshops where we can exchange ideas,” says one woman excited about the hall's opening.

The social hall was finalized in September 2012 and will empower 1,000 women.



PROVIDING A SPACE FOR UNITY

Football is not just the world's most popular sport; it re-connects communities, engages young people and offers hope. Understanding this, the Erigavo Administration in Somaliland chose to rebuild their city's football stadium. Poor infrastructure and years of civil war left the stadium desolate and decomposed,

but now the stadium will act as a reconciliation force, bridging individuals and groups from different backgrounds, social classes and clans. "Football allows communities to get acquainted with one another. It also promotes harmony and a sense of belonging," says Ahmed Yusuf Mahamed, Executive Secretary of the Erigavo Administration.

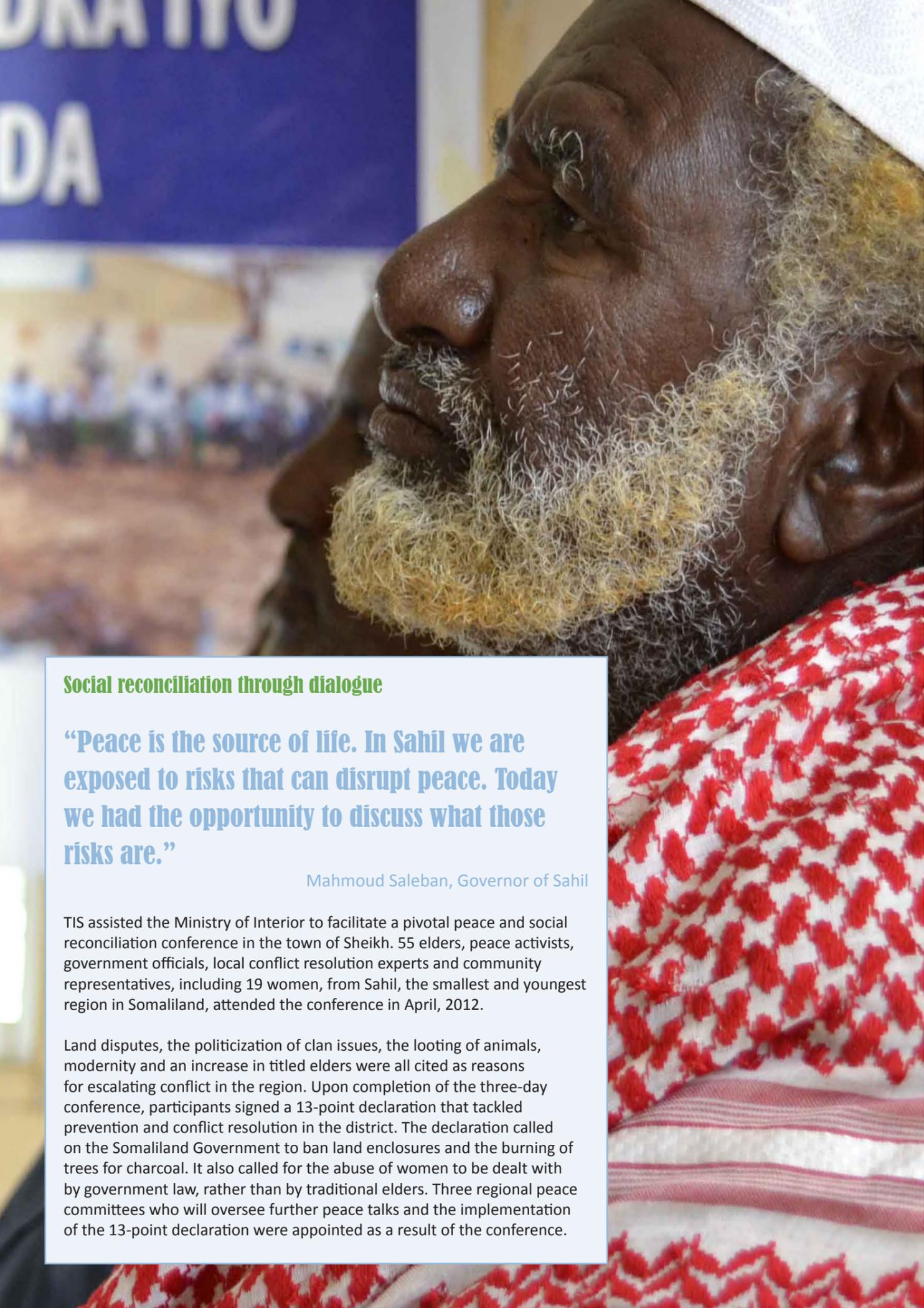


WASTE REMOVAL IMPROVES COMMUNITY RELATIONS

The rubbish kept getting closer. We feared it might eventually swallow our houses. We are thankful to our government for doing something about this problem by building a landfill," says local resident Amina Cadceed.

A vast mass of blackened garbage stains the outskirts of Berbera, a port town in Somaliland. "All this rubbish is bad for our health. Our children play outside and often get ill. We have been complaining about this problem for a long time," continues Amina. "There is little connection between our community and the Government, but now our voice has been heard. We feel like something is being done for us. We are thankful."

With current land disputes causing tension in the area, the Mayor of Berbera says a TIS grant to build a landfill will unite the community with a common goal. "The key to peace is talking, listening and unity. In Somalia we have so many leaders - governors, sultans, clan chiefs. We must connect all parties in order to win peace. It must come from the people."



Program Objective:
2.0 Governing Justly & Democratically
Program Area:
2.2 Good Governance
Program Element:
2.2.3 Local Government & Decentralization

“TIS listens to what we want; what our community needs. Over the last year TIS has accomplished more for our ministry than any other organisation.”

Minister for Interior, Somaliland

TIS strengthened 31 sub-national government institutions in 2012 by improving service delivery. TIS facilitated 21 planning sessions where community and government representatives jointly designed 168 activities to promote stabilization in their respective regions. Activities included the construction of markets, roads and government buildings, skills training for young people and the provision of fishing equipment.

Social reconciliation through dialogue

“Peace is the source of life. In Sahil we are exposed to risks that can disrupt peace. Today we had the opportunity to discuss what those risks are.”

Mahmoud Saleban, Governor of Sahil

TIS assisted the Ministry of Interior to facilitate a pivotal peace and social reconciliation conference in the town of Sheikh. 55 elders, peace activists, government officials, local conflict resolution experts and community representatives, including 19 women, from Sahil, the smallest and youngest region in Somaliland, attended the conference in April, 2012.

Land disputes, the politicization of clan issues, the looting of animals, modernity and an increase in titled elders were all cited as reasons for escalating conflict in the region. Upon completion of the three-day conference, participants signed a 13-point declaration that tackled prevention and conflict resolution in the district. The declaration called on the Somaliland Government to ban land enclosures and the burning of trees for charcoal. It also called for the abuse of women to be dealt with by government law, rather than by traditional elders. Three regional peace committees who will oversee further peace talks and the implementation of the 13-point declaration were appointed as a result of the conference.

Highlights

- **32 government offices constructed in Somalia to professionalize local administrations;**
- **3,000 youth reached in Puntland with skills training, school infrastructure and anti-piracy awareness workshops;**
- **Five markets constructed in Somaliland to stimulate economic development;**
- **18 roads worth \$2 million are being constructed in Puntland to increase trade and public transport;**

“TIS is an exceptional program led by exceptional staff. This is the first time we have been involved at every stage of the process from design, to implementation, to evaluation.”

Mayor of Hargesia, Somaliland

Strengthening Somaliland’s National Tender Board

TIS coordinated 42 tenders with Somaliland’s National Tender Board to ensure ownership and sustainability of transparent tendering processes. TIS trained all National Tender Board employees in community contracting and transparent processes. This has enhanced the capacity of the National Tender Board and given them increased responsibility and respect among the community. TIS also made a film on the tendering process with all credit going to the board; this will be disseminated throughout Somaliland to increase confidence and promote fair and open bidding.

Increasing confidence in government service delivery in Somaliland

TIS supported Somaliland’s Ministry of Interior to fulfil its mandate and strengthen local government service delivery. Four garbage trucks were procured for local administrations in Baligubadle, Ainabo, Erigavo and Badan and a new dump site was constructed in Berbera.

TIS also contributed to economic growth in five disadvantaged communities in Somaliland. With the aim of encouraging development through improved local

commerce and trade, TIS constructed local markets in Baligubadle, Ainabo, Erigavo and Badan where local vendors, particularly women, were able to improve their buying and selling power. Similarly, TIS supported SomFish, an association of fishing companies based in Berbera, in which member associations received fishing gear and equipment vital to their livelihood security.

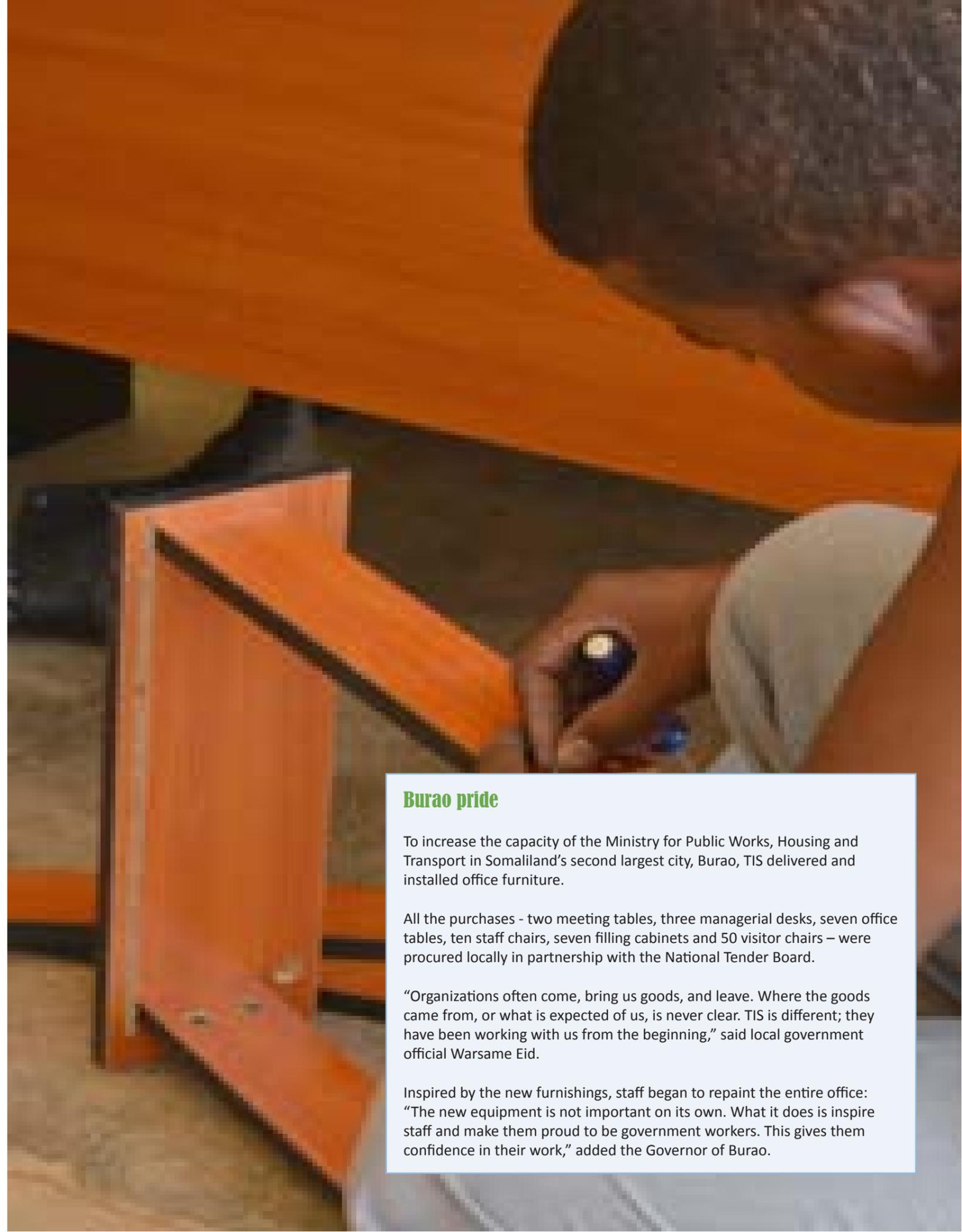
Burao pride

To increase the capacity of the Ministry for Public Works, Housing and Transport in Somaliland’s second largest city, Burao, TIS delivered and installed office furniture.

All the purchases - two meeting tables, three managerial desks, seven office tables, ten staff chairs, seven filing cabinets and 50 visitor chairs – were procured locally in partnership with the National Tender Board.

“Organizations often come, bring us goods, and leave. Where the goods came from, or what is expected of us, is never clear. TIS is different; they have been working with us from the beginning,” said local government official Warsame Eid.

Inspired by the new furnishings, staff began to repaint the entire office: “The new equipment is not important on its own. What it does is inspire staff and make them proud to be government workers. This gives them confidence in their work,” added the Governor of Burao.



The road to collaboration

Many roads in Hargeisa are makeshift, small and rocky which hinders trade and transport. The Hargeisa Municipality is responsible for road maintenance, but lacks financial resources to make improvements to the city's road network.

The local government began constructing a road in Xero Awr, but could only afford to clear the existing road from debris. At a TIS planning session, community, government and private sector representatives from Hargeisa chose to continue the construction and gravel a 775km road from Xero Awr to Wadadda.

An excited trader was impressed with the work: "I have been working here for 16 years. This road will make a big difference to my business. More people can access my shop now."

The community and government jointly invested in the \$23,000 road construction. The municipality paid for the aggregate, tools and labor, and the community financially invested in asphalt to ensure the road's longevity: "We have been apart of the process since we decided the road needed to be built. We are so happy to see the fruits of our labor," said Mohamed Abdi.

The government will officially hand the road over to the community at the end of October and is expected to benefit 3,000 residents.

"TIS is not a USAID, or DAI project. It is the people's program. When donors come to Puntland I tell them they should use the TIS model"

Minister for Planning, Puntland

Increased confidence in Puntland & along the border

In Gedo and Lower Juba TIS increased confidence in five district administrations by supporting government service delivery in Dolo, Balad Hawa, Luuq, El Wak and Dhobley.

Women in El Wak were used to delivering their children in nearby woods, at home or across the border in Kenya and often would go without medical assistance. Childbirth complications are the norm, but now, the women of El Wak are being provided with a maternity ward by their local administration. Supported by TIS, the construction of the ward will reduce infant mortality rates and create a space for counselling and guidance on family planning.

In an effort to empower the younger generation, TIS also supported the Dhobley and Luuq administration by constructing three primary school classrooms, which will benefit over 4,000 children. By providing additional space for education, the number of teenagers recruited by militia is expected to reduce.

Ten donkey carts have also been delivered to the Dhobley Peace Committee to regularize garbage

collection from Dhobley town. A new landfill has also been constructed to reduce hygiene-related diseases.

TIS is also working closely with the Ministry of Planning in partnership with five regional administrations in Xaafun, Garaad, Bendar-Beyla, Bergal and Eyl to reduce the appeal of piracy.

Ownership & active participation

Puntlanders also underlined the importance of road construction; whereas Puntland has plenty of economic opportunities such as fishing, agriculture and livestock, its road network is debilitated which hinders trade and transport. In 2012, nine gravel road surveys were completed in preparation for implementation. Facilitated by TIS, collaborative efforts between the Government, civil society and the private sector were solidified via a road construction survey in Eyl and Jariiban.

The Puntland Highway Authority covered the cost of a 60km road survey worth \$2,000 in Eyl, while the local government contributed \$2,000 for a private consultant surveyor in Jariiban. This shows active participation and ownership from the government in TIS activities and highlights their desire to improve services for the Somali people.



WASTE REMOVAL IMPROVES COMMUNITY RELATIONS

Over the last 21 years, thousands of Somalis have fled conflict and drought in south and central Somalia and many moved north into Puntland seeking security and improved living conditions.

However, the majority are displaced and living in makeshift camps. The camps are unsanitary and water-borne diseases result in high infant mortality rates. To improve the health of displaced populations in Garowe, representatives from Puntland's capital decided to prioritize improving sanitation. The project will also promote social cohesion between the local community and migrants.

Working with the Puntland Youth Peer and Education Network, 140 drums, 60 wheelbarrows, 150 rakes, 60 shovels and 450 protective gloves were provided to the community for garbage disposal in three displacement camps in Garowe.

"From today our sanitation and hygiene will improve," said the Deputy Mayor. "This initiative will reduce hygiene-related diseases which can result in death."

Facilitated by TIS and funded by the Ambassadors Self-Help Fund, the project will benefit 900 people including 90 women who will be employed for waste collection.

FIRST SCHOOL OPENS IN BIXIN

“The glamour of piracy and crime will soon fade and our children’s future will shine.”

Bixin District Commissioner

Bixin has faced years of abject poverty and instability. The small town, located in east Puntland, has never had any formal educational facility, leaving piracy a tempting choice of livelihood for young children. One anxious father comments: “I have not heard from my son in four months. I suspect he has been lured into piracy.”

To reduce the appeal of piracy and get children back into education, TIS is constructing the first primary school in Bixin. “The construction of this school will empower young people with modern education that will enable them to compete in the job market,” said Bixin’s District Commissioner.

“We used to take our children to school in other towns, but soon we will have education on our doorstep. I am grateful to my government for making our dream a reality,” adds a father who will be taking his son to the new facility. The school is expected to benefit 140 new pupils.





Keeping promises

The local government remain positive about the future of Somaliland's largest port, despite the struggles the people of Berbera continue to face.

Poor availability of resources and years of civil unrest has left the economy, local capacities - and public confidence – at an all time low. But on May 22, 2012, the community came together to participate in a local government event that had been promised to them the year before. The Government offered the community a space to mingle while eating free fish provided by local organization Somfish. The community played games and won prizes.

“We never actually get to see our government give us something. We know organizations give to the government, but it is great to see the government give to us. We are not begging for aid anymore,” said attendee Ahmed Mahamoud.

To increase confidence in government service delivery, each TIS activity is given a supplementary budget for media and/or public outreach. Supported by TIS, government institutions design and conduct their own promotional or celebratory events to promote public services and increase dialogue with the community.



Program Objective: 2.0
 Governing Justly and Democratically
 Program Area: 2.2 Political Competitions and Consensus Building
 Program Element: 2.3.1
 Consensus-Building Processes

Building consensus through ownership

TIS facilitated 21 planning sessions between May 2011 to October 2012 bringing together community, government and private sector representatives to assess causes of conflict and prioritize activities for stabilization.

Celebrating the construction of a local market

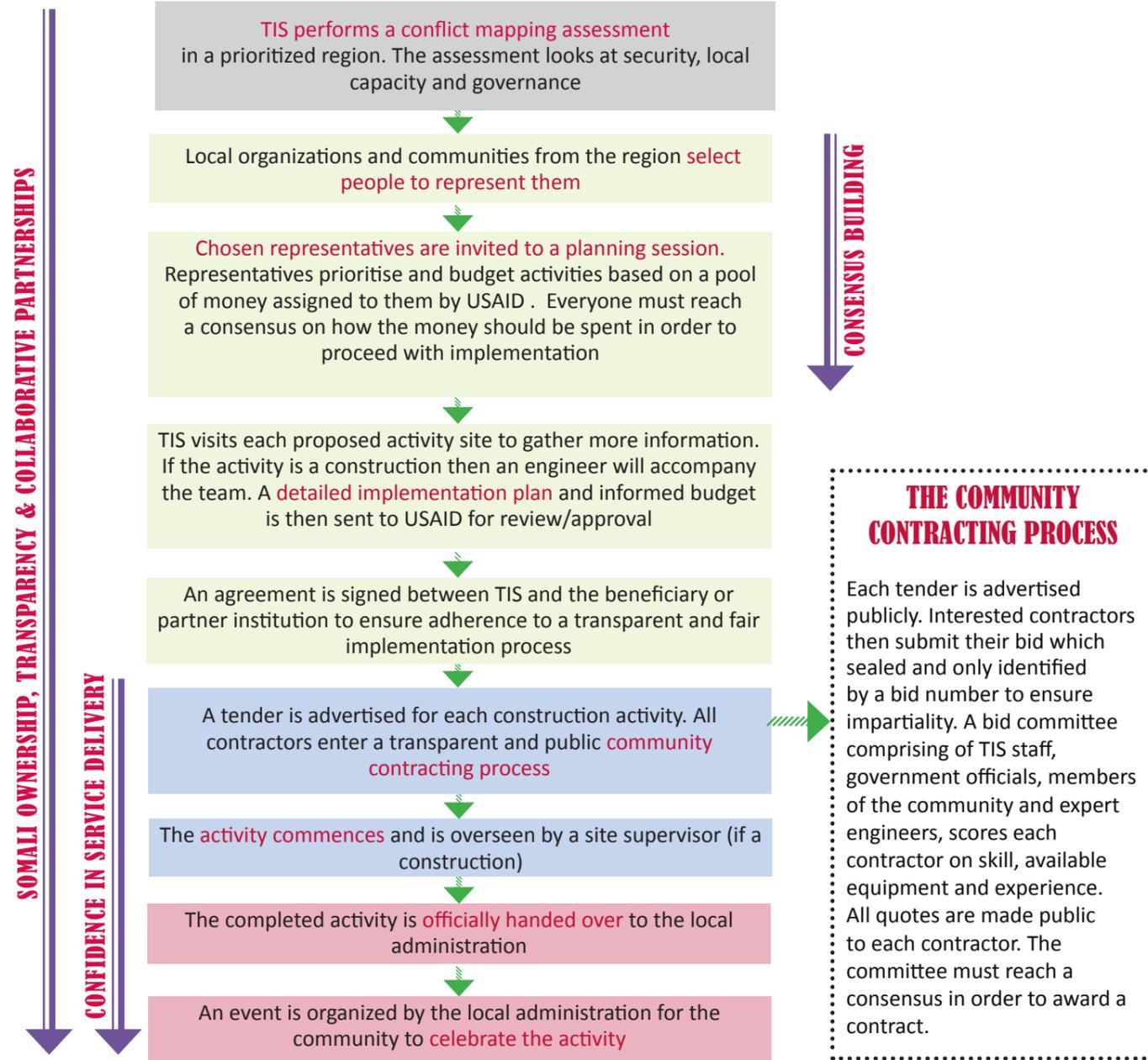
“Showing tangible results is the most effective way to win the hearts of your constituents.”

Ibrahim Olaad, Mayor of Baligubadle

Located on the Somali/Ethiopian border, trade is Baligubadle’s main source of livelihood. Ethiopian traders flood into the town to purchase cheap meat and livestock. However, since the collapse of the old market, vendors have been forced to rent small houses or sell meat in unsanitary conditions.

Community and government representatives decided to prioritize the rehabilitation of a local market. The market was constructed in July 2012 and a celebratory event with traditional music and dance was facilitated by TIS to mark its official opening.

“I’m excited to have this market reopened, I have already bought a ticket to open a stall. This will change our lives because it will change how we do business,” said a local prospective vendor. The market will benefit 1,500 traders.





“TIS is a unique, transparent, comprehensive and inclusive program that upholds the views of the community. It is a platform where the community can determine its own destiny”

Director General of the Ministry of Public Works, Puntland

PROMOTING OWNERSHIP & COLLABORATION

Community, government and private sector representatives from five districts along the Somali border designed 18 activities worth \$1 million in October, 2012.

Facilitated by the Transition Initiatives for Stabilization (TIS) program, representatives from Diff, El Wak, Dhobley, Gerile and Kolbio analyzed causes of conflict in their district and prioritized activities to increase stabilization. Activities included the construction of water wells to prevent conflict over scarce water resources, community halls to empower women in decision-making and administration blocks to professionalize services and increase confidence in local governance.

“Our water is salty, and unusable,” explains Abdiinor, a businessman from Diff. “We are all fighting for the same resource. When our water well is constructed and everyone can access clean water then conflict will reduce.”

TIS clusters neighboring districts giving representatives a rare opportunity to interact and collaborate. “Our districts share the same challenges, but we do not talk to each other. This planning session has enabled us to meet our neighbors so now we can share lessons learnt and solve our problems together,” said Abdiinor.

TIS pioneers Somali ownership to ensure sustainability, build collaborative partnerships and increase confidence in governance: “This is our project,” says Fatima. “Once our clinic is built, no one can damage it because the community owns it, not someone from the outside.”

Community contributions were also offered: “We need a maternity ward, but our budget can only accommodate the construction so I have offered my services as a nurse,” said another representative from Diff.

Puntland designs an extra \$400,000 worth of activities

The Puntland Ministry of Planning and USAID recognized local commitment to curb piracy with an extra \$400,000 investment.

Bendar-Beyla, Eyl, Xafuun and Bargaal were awarded \$60,000 each and Jariiban \$160,000 for its outstanding effort to combat piracy.

Community, private sector and local administration representatives from each region were brought together on September 3, 2012 to prioritize the needs of each region and design activities accordingly. Activities included the construction of schools, roads and the creation of sanitary water systems.

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Confirming community consensus and reaffirming community ownership

TIS facilitated consultative meetings in Garcaad, Bander-Bayla, Eyl and Hafuun to allow communities to verify, accept or challenge activities prioritized by their representatives.

TIS held a two-day consultation session in Jariban and Garacad which was attended by over 50 women, elders and government authorities. The community decided against the purchase of fishing boats and equipment that had been identified by their representatives and instead opted for anti-piracy awareness campaigns and road constructions. TIS is formulated to allow for flexibility so the wider community feels a real sense of participation and ownership.

TIS held a similar session in Bander-Bayla where 45 participants unanimously verified and endorsed activities designed for them. They used the gathering as an opportunity to devise anti-piracy and peace messages, which were disseminated throughout the community by folklore dances and songs.

A positive behavior shift towards transparent and fair bidding

In Dhobley, a bid committee conducted two tender processes for the construction of three classrooms and a meeting hall. However, everyone on the bid committee, excluding TIS staff, refused the bidder who scored the highest number of points and instead recommended another bidder who came third. It transpired that the bid committee

members were coerced into awarding the tender to the third bidder even before the opening commenced.

TIS staff intervened and reiterated the principles of fairness and neutrality that each committee member had agreed upon. The bid committee later accepted to award the contract to the first bidder and admitted that the Dhobley Administration had forcefully influenced their decision.

In a second bid meeting in Dhobley, the bid committee accepted the bidder who won the contract on the highest number of points, highlighting a positive behavior shift towards transparent and fair bidding.



“Why we can stand here as best friends”

Owners from two different construction companies in Hargeisa embrace after competing for the same contract.

A joint community-government partnership initiated a 150km road stretching from Xero Awr to Wadadda in Somaliland. However, due to unavailable financial resources the only progress made was clearing the land for construction. TIS, supporting government-community relations, is partnering with the Hargeisa Municipality to ensure the road is finalized.

A grant for gravelling the road is in its second phase of implementation and on March 14, 2012 the National Tender Board held a transparent bid opening for a construction company. Members of the Government and TIS representatives sat on the board to ensure a fair bidding process. Each company was then scored on experience, technical capacity and budget.

“The TIS process is transparent; there is a jury, not just one person. The documents are also sealed and we can see everyone’s scores. It means there is no fighting between companies, between people. There is no space for corruption. That is why we can stand here today and remain best friends,” said– Ahmed from Homestar Construction.



methodology & conflict analysis

“Once we develop scenarios have a tool to anticipate, prepare and understand change - as it happens. This results in improved planning, strategy and programming.”

Patrick Noack, Facilitator

Utilizing “scenario building” methodology

TIS brought together 65 Somali representatives from across the country to discuss the current situation in Somalia, its key actors and drivers for change.

Somali clan elders, artists, students, soldiers, businessmen and government officials developed possible “scenarios” and timelines based on how they envision Somalia in 20 years time. This paves the way for strategic and tailored programming in Somalia.

DAI facilitated a four-day scenario building session in April, 2012 where the following scenarios were developed:

- 1. Eey Kederay (“not yet”):** In 80 years Somalia will face many problems due to clan systems influencing the election process, this will promote impunity across the country. Foreign countries will take advantage of this and pursue self-interest which will end in corruption, injustice and civil war.
- 2. Unity:** In 32 years Somalia will unify and take important steps towards peace and development through equality, justice, sovereignty and Islam.
- 3. Inclusive government:** An all-inclusive government system constructed through free

and fair elections will create confidence in the Government. As a result, Somalia will attain national peace and reconciliation.

Conflict analysis

TIS partnered with Somali CEWERU, a local non-governmental organization engaged in peace and reconciliation processes, and the central government to conduct conflict analysis assessments in Adado, Beletweyne, Lower Juba and Galgadud.

Connecting the central government with its newly liberated periphery, TIS was led by the National Steering Committee and the Ministry of Interior. The assessments identified current causes of conflict, mapped clan distribution and formulated recommendations to avert the re-emergence of past tensions.

Key findings

Gedo-Juba, March 2012

- Clan conflicts are rife, generating tension and social segregation;
- Current conflicts persist over food, water and land distribution;
- Power struggles between Al Shabaab, local administrations, the central government and elders continue to cause instability.

Recommendations:

- Establish local, district and regional administrations;
- Establish clan elder councils;
- Establish participatory community policing and neighborhood social networks for community safety and security.

Beletweyne, May 2012

- The removal of Al Shabaab created a political vacuum, but the Shabelle Valley Association (SVA) comprised of two clans promptly filled vacant positions;
- No official police, military or judicial services are operational;
- Deep-rooted suspicion between differing clans;
- Ousted Al Shabaab militia remain on the outskirts of town which consumes the local administration's time so they can only focus on security, not service delivery.

Recommendations:

- Create a coordinated plan to rebuild all government institutions and link with the central government;
- Create cross border conflict resolution peace building committees;
- Focus international efforts on state building.

Adado, June 2012

- Relations between the Hibir and Heeb administrations are fragile; relations between bordering communities needs to be improved and mediation efforts from the central government is desired;
- Most local organizations are reliant on small funds from international organizations. Insufficient funds have resulted in poor infrastructure and a lack of healthcare and education.

Recommendations:

- Build the capacity of civil society organizations on conflict resolution;
- Strengthen the capacity of the local administration to improve services including the provision of clean water, healthcare and education;
- Form cross border peacebuilding committees to address existing clan conflict.

Galgadud, August 2012

- Differing clans, politics and faith all play a role in conflict. Clan conflict is due to competition over scarce resources, revenge killings, unpaid blood money, land, animal theft, charcoal, and a scramble for humanitarian aid. Conflict among political organizations is based on control and faith based conflict is due to differing religious beliefs;
- Local authorities are not adequately endowed to provide social services due to a lack of resources or capacity.

Recommendations :

- Establish peace committees.
- Provide social services, employment and access to resources such as water and animal fodder.

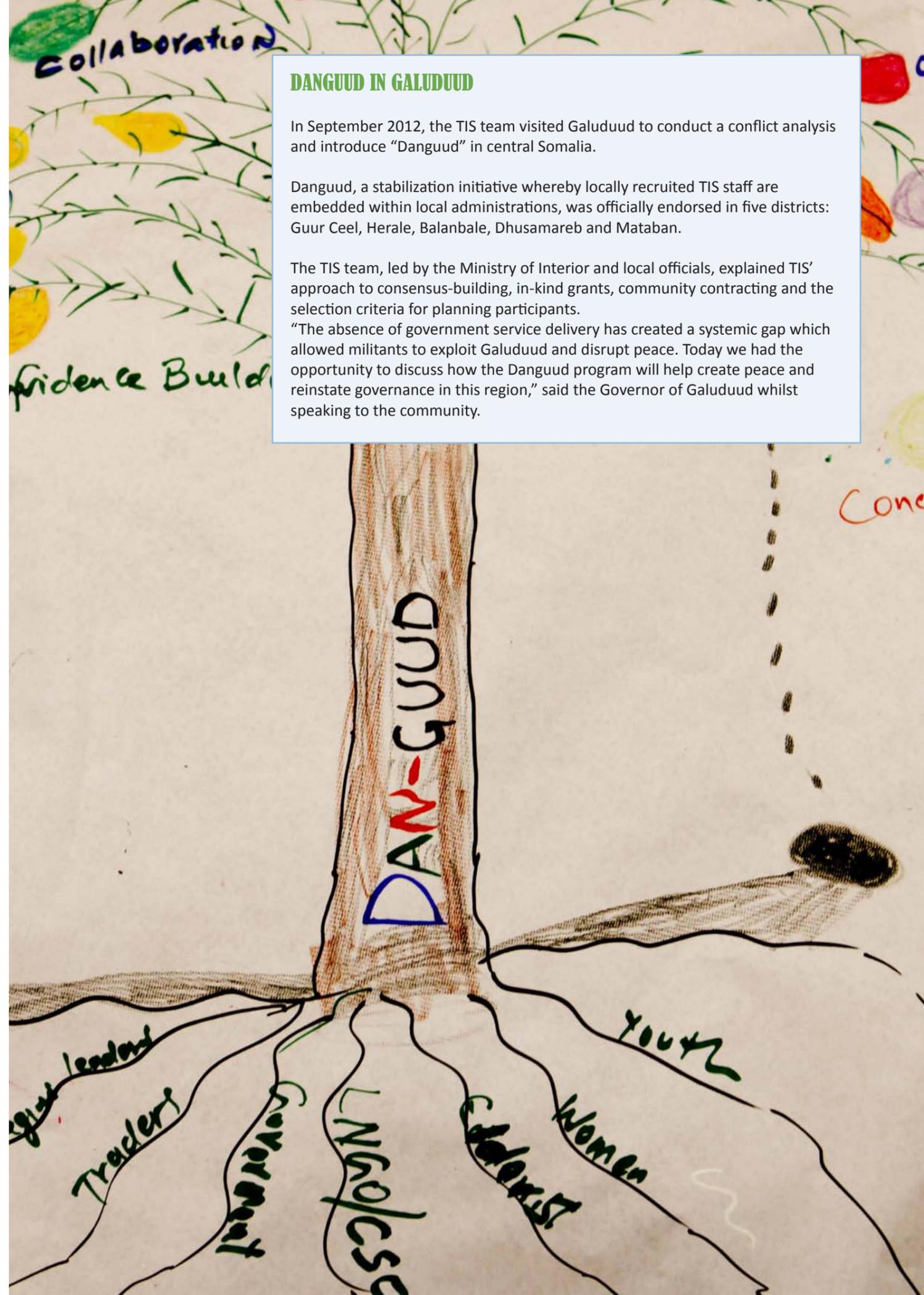
DANGUUD IN GALUDUUD

In September 2012, the TIS team visited Galuduud to conduct a conflict analysis and introduce "Danguud" in central Somalia.

Danguud, a stabilization initiative whereby locally recruited TIS staff are embedded within local administrations, was officially endorsed in five districts: Guur Ceel, Herale, Balanbale, Dhusamareb and Mataban.

The TIS team, led by the Ministry of Interior and local officials, explained TIS' approach to consensus-building, in-kind grants, community contracting and the selection criteria for planning participants.

"The absence of government service delivery has created a systemic gap which allowed militants to exploit Galuduud and disrupt peace. Today we had the opportunity to discuss how the Danguud program will help create peace and reinstate governance in this region," said the Governor of Galuduud whilst speaking to the community.





diaspora outreach & communications

Diaspora tours

The diaspora are a powerful force in shaping the economy and future of Somalia. With over 1 billion worth of remittances feeding back into the country, Somalis abroad can have both a positive and negative influence. Their vast investment can create dependency, fuel conflict and create resentment, yet it can also positively stimulate economic development and assist in humanitarian crises, as seen in 2011's Horn of Africa drought. It is vital the diaspora's resources and enthusiasm is channelled correctly. This fiscal year, DAI hired a Diaspora Liaison Advisor to engage the diaspora in TIS activities to reduce distrust and garner support.

TIS conducted three diaspora tours in the United States and the United Kingdom covering 11 states/cities and attended by 340 Somalis. TIS is now working on a new strategy to actively engage the diaspora in TIS projects by promoting "volunteerism." TIS has started to connect diaspora interested in volunteering with implementing partners and local governments.

TIS website and multimedia

In June 2012, TIS launched a website (www.tisbysomalis.com) to increase information on TIS activities and processes. 664 people visited the site in just three months, predominately from Somalia, Kenya, the United States and the United Kingdom.

Five videos were also produced; a video on piracy and peace was handed to the Ministry of Interior and Planning in Puntland, a video on Danguud was given to the Bendair Administration and a film about community contracting was handed to the National Tender Board in Somaliland. A film about TIS and scenario building methodology was also produced for USAID.

operations

This fiscal year, DAI hired 44 new staff including an Operations Specialist based in Hargeisa and three Senior Project Advisers for Garowe, Adado and Baidoa. DAI also set-up an office in Garowe that has been fully operational since January 15, 2012.

Security and fire management training was provided for all Nairobi –based staff and the Senior Program Advisor for Somaliland attended a conflict transformation workshop in South Africa. DAI also finalized office leases, internship and vehicle policies in line with local laws.

With an ever-expanding team and over 140 staff scattered across Somalia, many TIS colleagues have never had the opportunity to meet each other. To

troubleshoot issues and increase coordination, DAI organized a teambuilding workshop in September, 2012.

Given the many facets of the TIS program, including consensus building, community contracting and monitoring and evaluation, the teambuilding workshop provided an opportunity to further train staff and streamline processes. It also gave participants a chance to reflect on achievements, challenges and share lessons learnt.



challenges

Security

TIS operates in precarious and insecure districts, many of which are in constant political flux. In Puntland, DAI is implementing in five piracy-affected regions that are not fully controlled by the Government, which impacts security. TIS' Senior Programme Advisor for Puntland has communicated with the Ministry of Planning, Security and Interior on the importance of ensuring the safety and security for all TIS staff when they travel. The Puntland authorities have agreed to do so and have pledged full cooperation to ensure the TIS program functions smoothly.

Insecurity has also blocked intervention in newly liberated Adado, Baidoa and Beletweyne which were under Al Shabaab control in 2011. A planning session was held and grants were designed for Beletweyne in June 2012, but security and continuous change in local government positions has delayed implementation. Similarly, whilst Baidoa has recently come under the control of African Union troops it remains fragile that has delayed grant implementation. As such, USAID has halted plans for Baidoa until the security situation improves. DAI continues to closely monitor political and social developments and is prepared for quick-impact intervention once a window of opportunity presents itself.

Glitches in community contracting

Community contracting, public tenders and closed bidding boxes was a new concept for many regions in Somalia and often met with a degree of hesitancy from the government

and community. Not allowing the name of the winning contractor to be announced on the day of the bid created discontent among some contractors, but as more bids were conducted contractors understood the importance of the selection committee and the thorough process of how tenders are awarded. Extensive training on community contracting has been conducted for each bid committee and a manual has been prepared to sensitize the community and government.

Geography and poor road infrastructure

Poor road infrastructure, the risk of banditry, no railway and few regional airstrips makes travel to remote districts problematic. In Puntland, DAI staff will often travel for two days to reach project sites in Xaafuun and Baargaal. Local site supervisors and oversight committees have been recruited to monitor the progress of grants which increases community ownership and reduces constant lengthy travel for DAI staff.

Community expectations

Managing community expectations is important. Some communities believed TIS was offering cash so the team clarified to the community that all grants are in-kind and no cash transfers are involved at any stage of the grants process.

lessons learnt

Utilizing community leaders

Utilizing local knowledge and community leaders has been vital for accessing areas with limited government control. Especially relevant in Puntland, traditional leaders often have more power than the government and recognizing their authority is paramount for successful implementation.

Promoting ownership

By ensuring Somali communities, governments and the private sector are involved and take responsibility at every stage of the grants process, TIS can ensure ownership of each activity which means increased sustainability.



moving forward

Somaliland

Through USAID, DAI has applied for further funding through the DFID Stability Fund to continue its work in Somaliland and set up regional offices in the fragile Sanaag, Sool and Cayn region. TIS hopes to capitalize on the excellent relationships forged with government and community representatives to target the youth, women and rotate staff within central ministries. TIS will also be supporting a peace conference for Sool, Sanaag, and Cayn in December 2012.

Puntland

The DAI team in Puntland will focus on the completion of several ongoing grants including nine gravel roads to improve trade and transport in Jariiban, Eyl, Xaafuun and Bander-Bayla, and the completion of a local government office, schools and maternal health clinics in Bargaal.

Gedo and Lower Juba

New grants recently designed by representatives from Diff, El Wak, Dhobley, Gerile and Kolbio will be confirmed by the community and begin implementation in 2013. TIS will also extend its activities to Raskomboni and will conduct a local planning session January, 2013.

Community celebratory events will be held for all existing grants in Dhobley and El Wak in mid-November 2012. In El Wak, the community decided to organize a cultural event with traditional dance and poetry to celebrate the official opening of their community hall. In Dhobley the community decided to host a series of competitions for students to promote a new school and hold live demonstrations showing the community how to use donkey carts to clear rubbish and improve the environment.

Moving into south and central Somalia

“TIS is the catalyst to transform south and central Somalia”

Zarah Mohamed Ali, National Steering Committee

In 2013, TIS will further expand its reach in south and central Somalia and, security permitting, set-up fully functioning offices in Adado and Baidoa. Taking the governments lead, TIS will seize windows of opportunity to implement quick-impact stabilization activities chosen by community and government representatives.

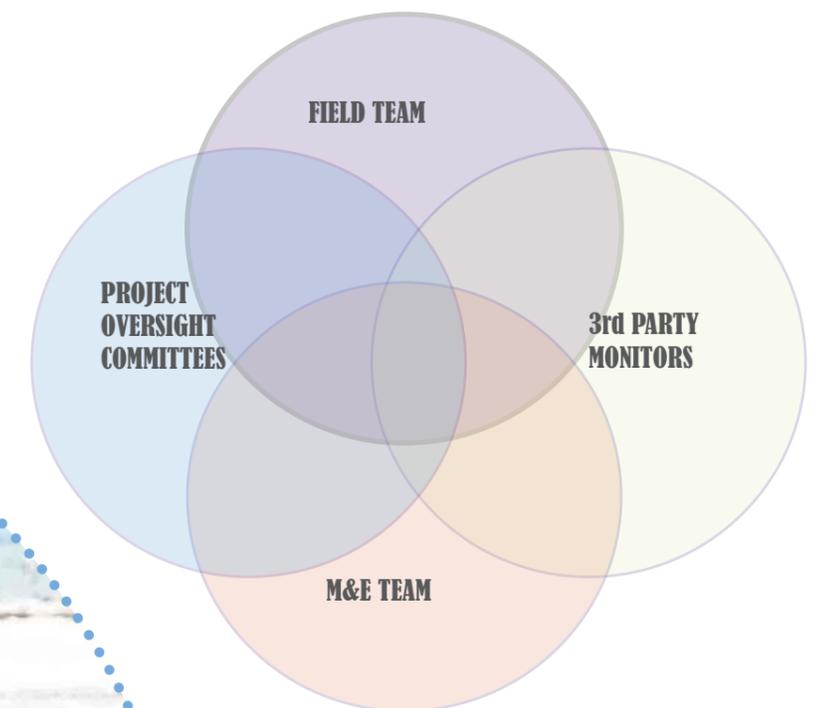
Monitoring & evaluation

TIS uses a multifaceted overlapping system to monitor and evaluate its activities.

TIS triangulates what is happening on the ground through four overlapping forms of verification:

1. Staff embedded in the districts monitor, record and analyze data as they implement;
2. DAI staff also records and analyses their own data, and then compares and analyses that against field team data and third party monitoring data;

3. Third party monitors (contracted to IBTCI) send out Somali teams across the country to collect verification data on projects;
4. Project oversight committees are being formed at the community level in each district.



Indicators

DAI	FY2012 Targets			FY2012 Actuals			Explanation for +/- 10% difference
	M	F	T	M	F	T	
PS 1.6.2-14 Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation.	36,000	14,000	50,000	179,286	127,687	306,973	More activities were implemented as the program expanded to Puntland and Gedo regions
	105	105	105	167	167	167	
PS 1.6.2-12 Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict.							
GJD 2.2.3-5 Number of sub-national government entities receiving USG assistance to improve their performance.	30	30	30	31	31	31	
GJD 2.3.1-4 Number of USG-assisted consensus-building processes resulting in an agreement.	24	24	24	79	79	79	Counting community contracting processes and bid committee meetings inflated the numbers
1.4 Number of peacebuilding structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation processes.	12	12	12	13	13	13	
1.7 Number of persons whose livelihood opportunities have been improved as a result of USG-funded workforce development programs.	M	F	T	M	F	T	Most construction activities are ongoing and not yet included
	3,185	1,265	4,450	667	27	694	

