

TRANSITION INITIATIVES FOR STABILIZATION

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FROM THE AMERICAN PEOPLE



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On the cover: A TIS-facilitated community dialogue event in Bandar Beyla, Puntland.



TIS Program Goals

1. Increase confidence in all levels of governance through the delivery of targeted, strategic interventions that improve service delivery.
2. Support collaboration between government institutions, the private sector, and civil society.
3. Increase dialogue on peace, recovery, and development in Somalia.



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On the Path to Recovery

“We encourage you to continue the work of reaching out, of reconciliation and rebuilding the democracy.”-US Secretary of State John Kerry addressing Somali President Hassan.

Diplomatic relations between Somalia and the US continued to strengthen this past year with the appointment of the US Special Representative to Somalia, James P. McAnulty. This was reinforced by constructive meetings between Secretary of State, John Kerry and President Hassan Sheikh in Washington, DC in September 2013.

The “New Deal” Conference held in Brussels in September 2012 was hailed as the first of its kind, focusing on Somalia’s political reform, security, legal system, and economic stabilization.

2013 saw evolving political processes with the formation of the Interim Jubba Regional Administration in the southwest corner of Somalia and the subsequent election of Ahmed Mohamed Islam (aka “Madobe”) as its leader on May 15th. Barre Hiraale, a well known warlord, contested Madobe’s selection leading to violence in Kismayo with 71 dead and 300 wounded.

The Federal Government of Somalia (FGoS) and a Jubba delegation held talks in Addis Ababa in late August 2013 under an initiative led by the IGAD Chair of the Council of Foreign Ministers. A deal came alongside other achievements including an agreement regarding the FGoS management of the airport and seaport of Kismayo, both of which are seen as lucrative enterprises by many parties, notably the Digil and Mirifle clans. Federal institutions and infrastructure, including Kismayo Airport and Seaport as well as other assets are to be recognized as the property of the people of Somalia. Also, all armed groups including the Ras Kamboni Brigade (RKB), the Darwish and other militias will be integrated under a central command of the Somalia National Army (SNA).

The African Mission in Somalia (AMISOM) continued to make significant headway in South Central Somalia, forcing al-Shabaab to retreat to ever more remote villages and towns. Though the insurgent group has been weakened by internal rifts, it nonetheless remains a dangerous force demonstrating its’ power through an attack on the UN common compound in Mogadishu in June and a number of hit and run attacks on AMISOM forces as well as suicide bombings. The tragic mall attack in nearby Kenya in September 2013 was a reflection of the desperation and increasing weakness of al-Shabaab in Somalia, but a continued reminder that it is a force to be reckoned with.

The Puntland Government began a comprehensive democratization process this year, which saw the creation of an Electoral Commission and the emergence of political parties holding public rallies. However, the Government suspended planned local council elections at the last minute, citing the process was creating conflict between clans that might result in violence. The decision resulted in some riots with several people including Government soldiers and members of opposing militias, killed and others injured. New Parliamentary and Presidential elections, centered on the traditional clan based system, are scheduled to take place in January 2014 with the former Prime Minister of Somalia, Dr. Abdiweli Ali, and the current President of Puntland, Abdirahman Farole, as lead contenders.

Governor Abdi Aden Hoosow, was appointed to the Bay Region by the Federal Government of Somalia (FGoS) in early 2013. There was initial resistance to this appointment because the previous Governor was popular; however, community dialogue by elders from the Digil and Mirifle clans mitigated any violence from occurring. In December an agreed upon election will be held for this position along with others such as Mayor and District Commissioner. These compromises were seen as a promising

step toward stabilization as these clans have recently proposed the formation of a new South West State of Somalia, comprising Gedo, Lower Juba, Middle Juba, Bay, Bakool and Lower Shabelle. The FGoS is in active dialogue with the Digil and Mirifle leadership to facilitate regional state formation rooted in bottom-up reconciliation.

Galguduud remains politically dynamic and challenging. There have been significant discussions locally regarding the potential formation of one central state composed of half of Muduug, Galguduud and Hirran, yet significant areas of the latter two remain under the control of al-Shabaab. While the FGoS has an appointed Governor to the region, District Commissioners are appointed by the moderate sufist group, Ahlu Sunna Waljama'a (ASWJ), who are opposed to al-Shabaab in any form. In addition, Adado, a quasi-autonomous district in Galguduud is under the direction of the Himan and Heeb Administration. They have a parallel government (President, Ministers, and a Parliament) making power sharing and jurisdiction touchy issues. The fight against piracy saw an important victory this year with the arrest in Brussels of pirate Mohamed Abdi Hassan along with his alleged accomplice, former Himan and Heeb Governor Mohamed Aden Tiiceey, underscoring international determination to stamp it out.

The overall situation in Gedo and Lower Jubba is largely unchanged. Pockets of stability have meant that TIS was able to carry out projects in secure areas, while large swaths of these regions remain under al-Shabaab control. Since the attacks in Nairobi, access to and from Gedo and Lower Jubba has been a chal-



Transition Initiatives for Stabilization (TIS) is a quick impact, results driven program promoting peace in Somalia and the self-declared Republic of Somaliland. To ensure lasting stabilization, TIS promotes Somali-ownership and aims to build confidence between government institutions and its citizens by improving public services. TIS is implemented by Development Alternatives Inc (DAI) in Somaliland, Puntland, Gedo, Lower Juba, Bay and Galgaduud. This annual report highlights TIS-DAI's results, challenges and lessons learnt between October 2012 - September 2013.

As of October 2013, TIS-DAI implemented a total of 217 grants valued at \$15, 644, 827 of which 48 are completed, 48 closed, and 101 ongoing.

Key Results

1,111,088

Somalis engaged in peace and reconciliation activities

1,238

local employment opportunities created

58

construction contracts awarded to local companies to promote transparent tendering and economic development

12

new community consensus building processes facilitated resulting in the design of 42 peace dividends worth \$4,000,000

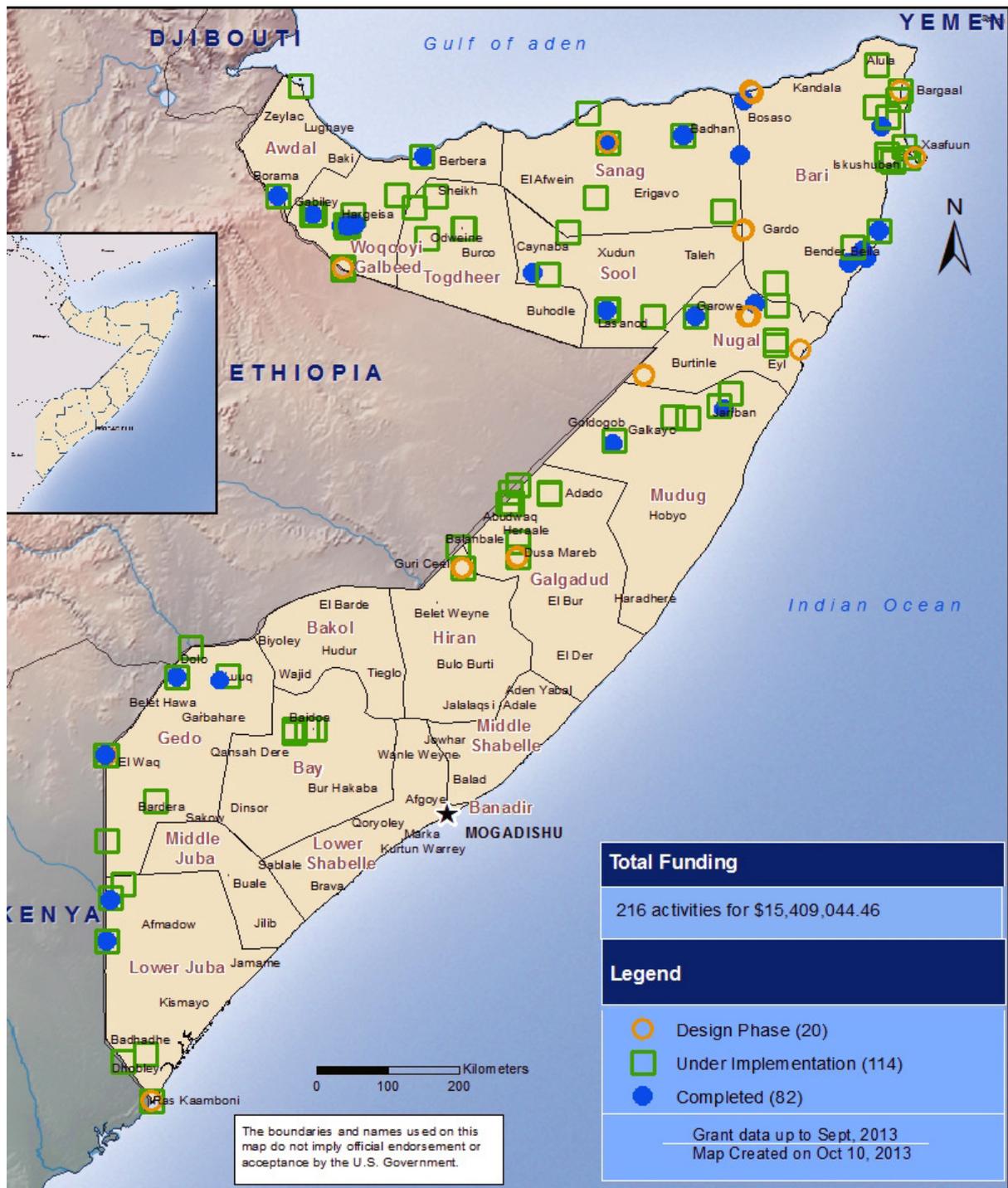
30

community dialogue events to improve government-citizen relationships

Geographical Coverage

USAID TIS-DAI Activities Across Somalia

Overview: March 2011 - September 2013



Results

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

Promoting mass support for peace and reconciliation

In FY2013, TIS brought 1,111,088 people together to support peace and reconciliation through 12 community consensus building processes, 30 community dialogue events, 58 community contracting processes and 7 capacity building and skills development sessions. A further 1,283 people's livelihoods have improved through micro enterprise business opportunities and creation of short-term employment through infrastructure development projects.





“The market has increased daily sales which are contributing to the economic empowerment of the local people. The project has created a good relationship among the people and the government.” - Market Retailer, Erigavo.

Conflict Mitigation by Investing in Markets: Focus On Women

TIS believes markets are connectors which increase trust and mutual interaction among conflict affected communities. Notably this year, TIS improved the trade environment for women with market constructions from scratch as well as market rehabilitations.

TIS has increased access to productive economic resources for women through livelihood projects. This is expected to benefit over 631 women through the construction of more than 6 markets in Somaliland, Puntland, and Bay.

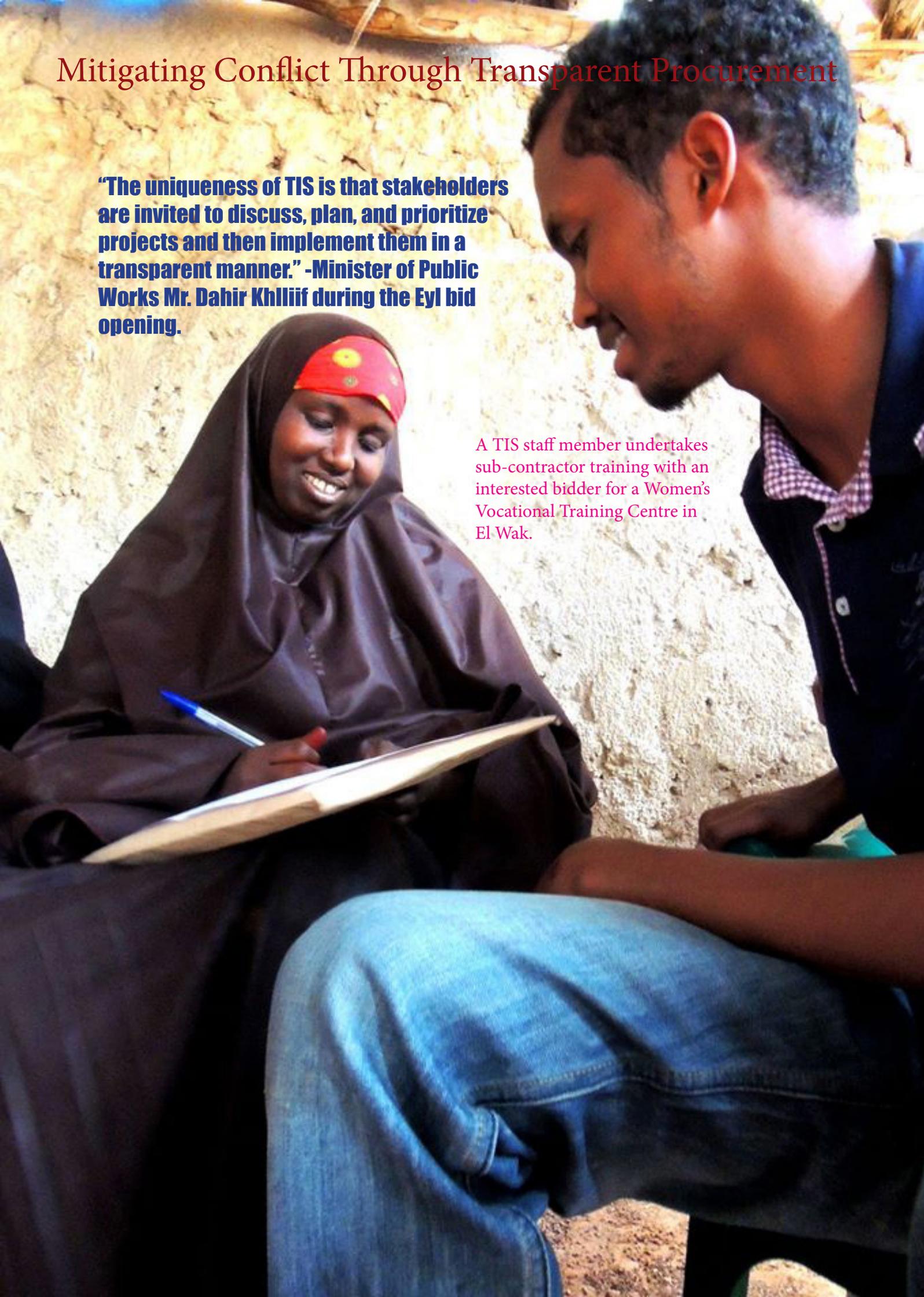
Although the direct beneficiaries of this are women, the program has had a positive impact in the wider community. Time and resources are saved due to the market's proximity, reducing hours of travel to distant markets. Other benefits include improved public health due to improved sanitation and hygiene, particularly in the wet markets where meat is sold.

“Lately women have initiated small and sustainable businesses that assist in putting bread on the table for their families. All they wanted was a little motivation and investment which would enable them to have a strong and united voice in both politics and socioeconomic issues. Obviously when women's economic conditions improve, they get more confident to take part and initiate successful community development initiatives.” -Mayor of Erigavo, Ismail Haji Nur Farah.

Mitigating Conflict Through Transparent Procurement

“The uniqueness of TIS is that stakeholders are invited to discuss, plan, and prioritize projects and then implement them in a transparent manner.” -Minister of Public Works Mr. Dahir Khlliif during the Eyl bid opening.

A TIS staff member undertakes sub-contractor training with an interested bidder for a Women’s Vocational Training Centre in El Wak.



Laying the Foundation- Fatima

A majority of women in Somalia remain confined to traditional gender roles. This most commonly takes the form of household activities, rarely competing with men for jobs within their community. USAID's Transition Initiatives for Stabilization (TIS) has helped women, like Fatima, unlock their potential. This focus recognizes that stability can be realized by not only strengthening political institutions, but also by addressing social misconceptions and fostering equality. In an effort to strengthen the capacity of women, TIS has-and continues to-construct women's centres across Somalia, introducing a policy to ensure that sub-contractors have women make up at least 5% of their workforce.

Fatima defied such odds and inspired other women when she won a competitive selection process to be a TIS Site Supervisor for a construction project in her district of Jariban, Puntland. She proved herself against male candidates who previously dismissed her as uncompetitive. Her position has meant improvements in the livelihood of her family. Fatima, who lost her father when she was eight years old, is now a proud breadwinner for her mother and four siblings.

"I thank TIS for giving me the chance I desperately needed, the chance to lift the living standard of my mother and siblings." Fatima

"Stabilization will be realized when neglected groups of society feel that they are important, and to prove it, they will always strive to be the best. You have to build people too... the skills and experience she is gaining will make Fatima competitive in the job market."-Mayor of Garaad-Jariban.



“I am pleased to see how the newly constructed market in Badan is benefitting my community, especially women, who have been socially and economically marginalized. The market will not only serve as a place for trade, but it will also create employment opportunities.”-Abdihakim Wahabi, Governor of Badan.

Badan is a district in Sanaag (pron. ‘Sah-nag’) in Somaliland, near the tip of the Horn of Africa. It is about 150 years old and has experienced disputes over land claimed by Somaliland and Puntland. Due to its location, Badan is subject to two administrations with two separate governance structures.

Recurrent political and security incidents heighten instability in Badan, yet it has managed to deliver some basic services, like education and health. But given the limited capacity of the local administration, other core services are lacking such as roads and markets.

On February 11th 2013, Transition Initiatives for Stabilization (TIS) supported Badan in the rehabilitation of a vegetable and meat market that was not fully functioning despite the need for traders—mostly women—to eke out a living. Business was conducted in the open air which was harmful in terms of sanitation, security, and exposure to extreme weather. TIS renovated and rehabilitated the market, two public washrooms, a storage room, a water tank, refuse bins and a gate. With a limited budget of \$14,700 it has had a visible and rapid impact on the community. Apart from this market empowering the women in business, it brings together a community with differing ideologies in terms of which administration they support.

Despite such political differences, women seem to have few barriers among themselves.

Over 50 women are beneficiaries of the market and have established a business committee which collects daily revenue toward improving the sanitation and security of the market.



“We are women, and women should always be neutral and mediate our men. The interest of family comes first for living together in peace.” -Nimo Ali Nur-market stall owner.

Above and Below: The Badan Market in Sanaag prior to and after its rehabilitation.



Community Dialogue Events Supporting Peace

Connecting Government and Citizens

Earlier this year TIS facilitated the handing over of a new social hall and local administration offices in the Dollo District of Gedo of south-western Somalia through a Community Dialogue Event (CDE). Such CDE's, of which there were 30 this year, promote two way communication between the government and the public. TIS continues to connect the dots between a public which has lived with lawlessness in the past and governments (local and national) with limited service delivery capacity by creating a space for dialogue between the two with an objective of strengthening public confidence in governance.



“This event keeps the public abreast of developments and creates a platform for dialogue and information sharing. We express our views, which may commend or reprimand the government’s performance.”- Abdikadir, the chairman of Dollow Youth Group.

Poets read verses, comedians brought laughter, actors performed skits, youth danced and women sang. All of this was to congratulate their government through a variety of talent marking the handing over of a new social hall and local administration offices in Dollow a memorable one filled with pomp and color.

“The event was one of its kind-one that brings my mind back to the good old days and foreshadows the prospect of unity and togetherness. It replaces disillusion with optimism...signs of better times have begun to emerge,” said Sheikh Ahmed, a community leader.

For the first time in 22 years, women danced and sang songs with messages of peace and inspiration urging their kinsmen in the Diaspora to return home and invest in their homeland.

The event marked an outward sign of two way communications between the government and the public.

“It bridges the gap between the community and government, bringing together people from different backgrounds,” the Dollo District Commissioner noted. **“It helps the community celebrate their similarity, appreciate their diversity, and forge a strong relationship.”**



“I cannot believe how hard people have worked to secure peace in Borama. I never thought we would be welcomed by such generosity. Now I believe if every community unites their efforts unconditionally, then Las’anod will have some peace too.” 22-year-old student Amina

Experience Sharing on Peacebuilding

TIS program staff facilitate, but never manage, community events. Each government institution has the autonomy to brand their event or communication as they see fit. Program staff do, however, feed ideas and offer technical guidance by assisting with the production of posters, flyers or press kits. All events and communication products are documented to ensure each institution is utilizing their communication budget and messages do not incite racial hatred, violence, extremism or piracy.

Sool is one of two major regions disputed by Somaliland, Puntland and the autonomous Khatumo State. Due to isolation and ongoing tensions, Sool is severely underdeveloped with weak governance and high unemployment.

To boost security and stability in the region, government and community representatives chose to send 12 Sool residents to Borama for a cross-community exposure visit on peacebuilding.

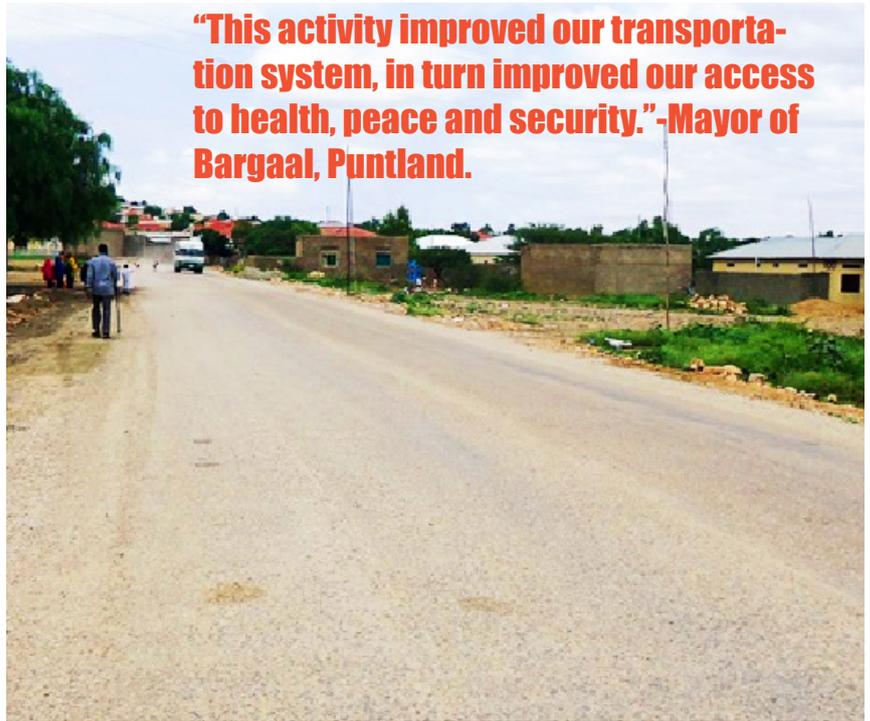
Residents from Sool’s capital, Las’anod, were selected for their peacebuilding and social reconciliation credentials and travelled to Borama, which enjoys relative stability. Located next to the Ethiopian and Djiboutian borders, Borama is a model for community cohesion and promising trade.

USAID’s Transition Initiatives for Stabilization program facilitated the visit where 40 Borama residents warmly welcomed their visitors. Over seven days, participants shared peace initiatives from their respective regions and visited Borama’s education centers, health clinics and government offices.

Roads as Connectors

Communities often prioritize roads at TIS planning sessions. They see roads as a critical stabilization priority because communities that are most marginalized and lie in peripheral areas tend to be the most vulnerable to insecurity and lawlessness. This is particularly so in the coastal communities of Puntland. Roads are also seen as an important connector that benefits communities from different social groups—they connect communities to basic social services in neighboring towns, expand access to markets and ultimately build trust and improve relationships among communities thereby promoting social cohesion. Across Somaliland and Puntland, when TIS has invested in roads, communities and local administrations have mobilized resources to expand roads or to maintain them demonstrating the high value they place on such projects as well as a deep sense of ownership over the final product.

TIS interventions in Somaliland saw active community involvement in the construction of a road in Borama for which the community reciprocated in kind by building an additional 1.3km of road while TIS built 1.7 km. Likewise the community of Koodbur prioritized with TIS to construct a 775 meter gravel road with the community mobilizing public resources to upgrade the road to asphalt. The Koodbur community set up a roads committee for resource mobilization to procure the asphalt and they were able to acquire machines for a paved road from the Hargeisa municipality. The road has now opened up the area for business and made travel easier for residents.

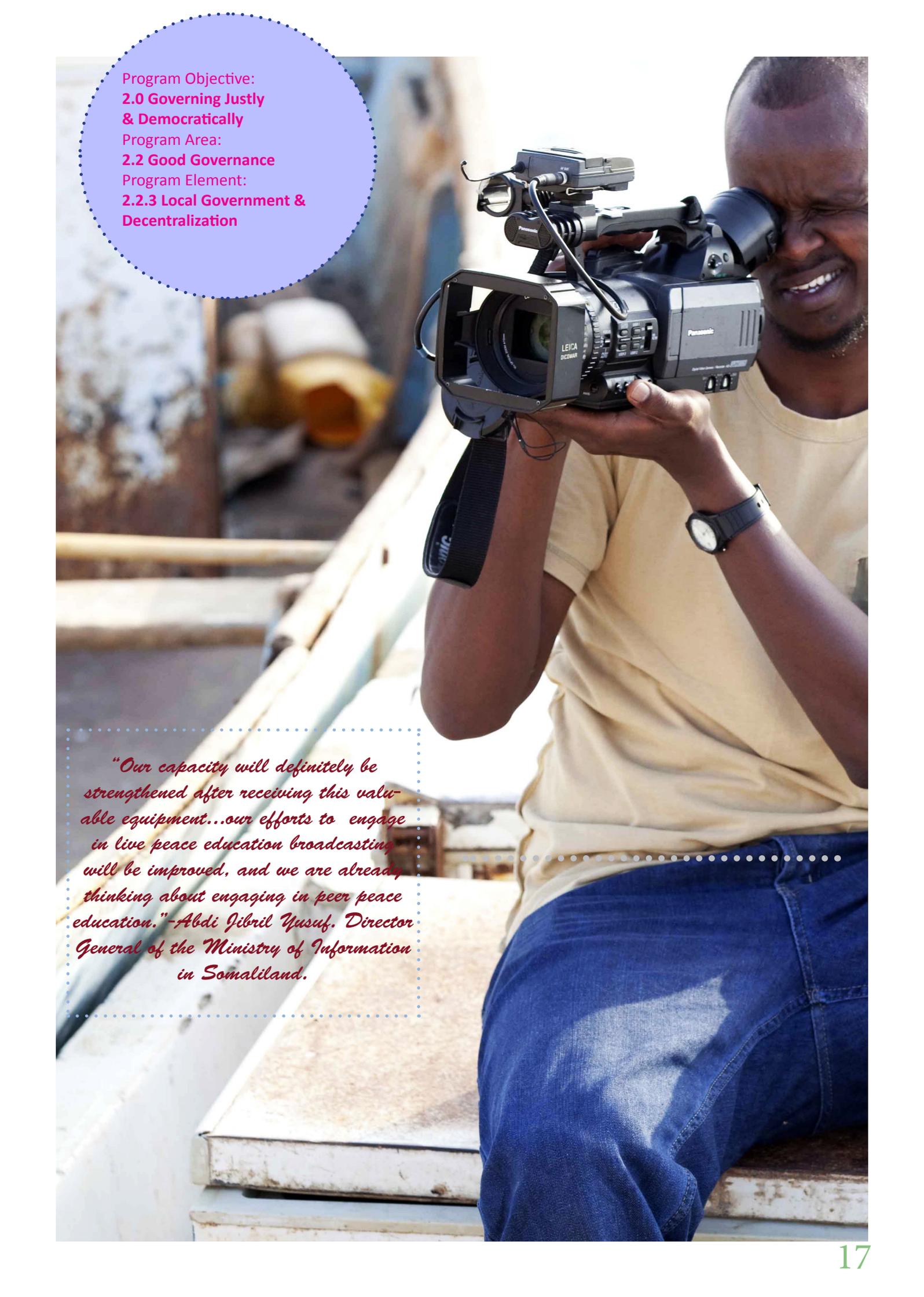


“This activity improved our transportation system, in turn improved our access to health, peace and security.”-Mayor of Bargaal, Puntland.

Above: The Municipality of Borama, Somaliland and the community provided 1.3 kilometers of asphalt road making it the longest stretch of paved road in Borama. The road has improved trade in the central business district and leads to Amoud University. The partnership has noticeably raised people’s confidence in improving their public service facility provision.

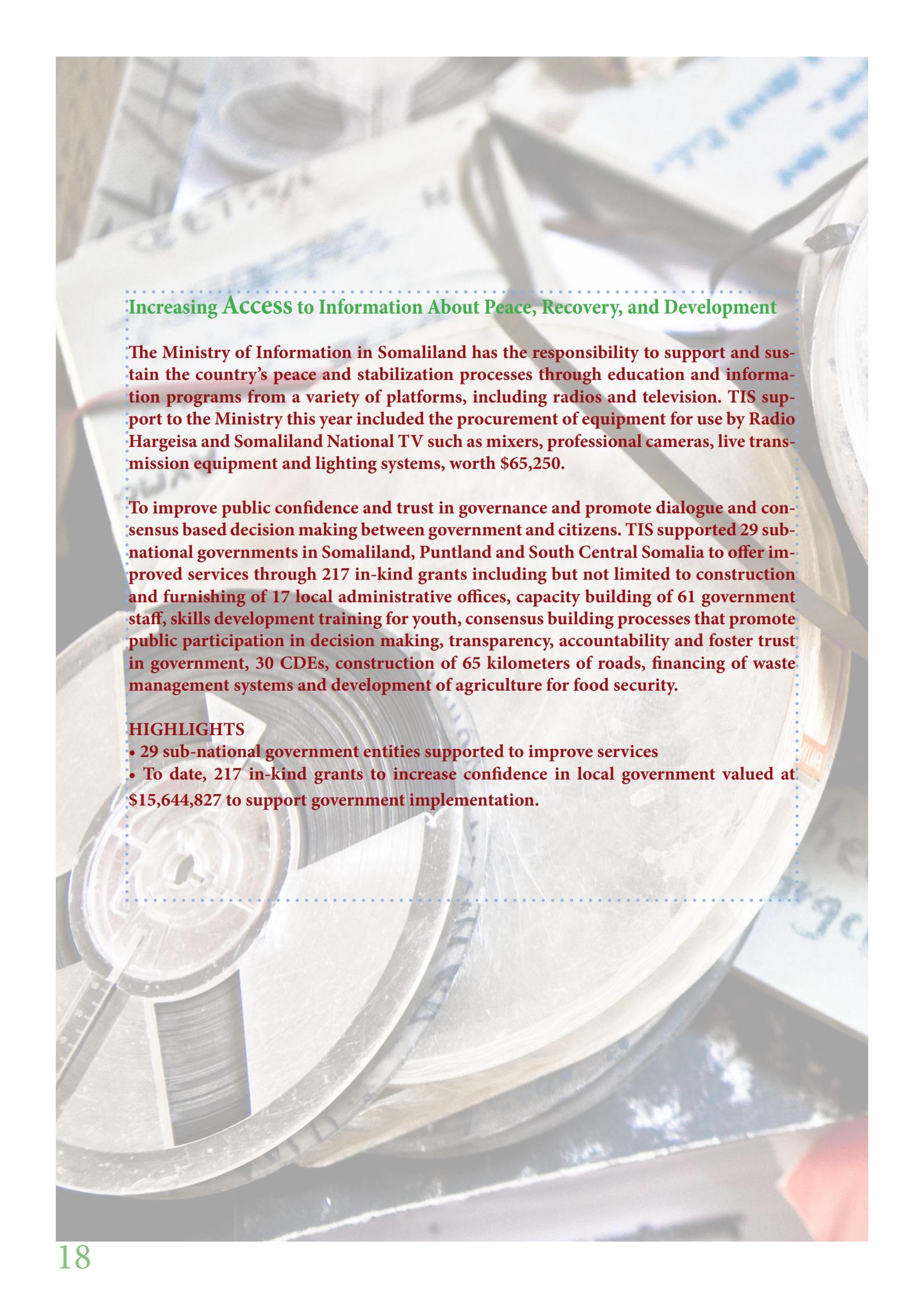
Below: To enhance the Puntland Highways Authorities’ capacity to conduct road surveys and maintain highways and roads, TIS through an in kind grant provided high tech road surveying equipment.





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

"Our capacity will definitely be strengthened after receiving this valuable equipment...our efforts to engage in live peace education broadcasting will be improved, and we are already thinking about engaging in peer peace education."-Abdi Jibril Yusuf, Director General of the Ministry of Information in Somaliland.



Increasing **ACCESS** to Information About Peace, Recovery, and Development

The Ministry of Information in Somaliland has the responsibility to support and sustain the country's peace and stabilization processes through education and information programs from a variety of platforms, including radios and television. TIS support to the Ministry this year included the procurement of equipment for use by Radio Hargeisa and Somaliland National TV such as mixers, professional cameras, live transmission equipment and lighting systems, worth \$65,250.

To improve public confidence and trust in governance and promote dialogue and consensus based decision making between government and citizens. TIS supported 29 sub-national governments in Somaliland, Puntland and South Central Somalia to offer improved services through 217 in-kind grants including but not limited to construction and furnishing of 17 local administrative offices, capacity building of 61 government staff, skills development training for youth, consensus building processes that promote public participation in decision making, transparency, accountability and foster trust in government, 30 CDEs, construction of 65 kilometers of roads, financing of waste management systems and development of agriculture for food security.

HIGHLIGHTS

- 29 sub-national government entities supported to improve services
- To date, 217 in-kind grants to increase confidence in local government valued at \$15,644,827 to support government implementation.

Anti-piracy Activities Reach 390 Youth

Lured by ransom money, youth in Somalia's coastal towns can fall prey to the temptation of piracy, putting their lives in peril and threatening international trade.

The mayor of Jariiban, Abdikarim, describes piracy as misfortune disguised as fortune: "youth are always obsessed with the glamour of money, but this often turns to be a clamor for freedom," referring to the hundreds of youth imprisoned in foreign countries. "When a young man who has never handled a hundred dollars gets a lot of money, he goes wild resorting to drugs and prostitution."

Piracy has damaged the social fabric and moral values of society in Northern Somalia. "Pirates are always young armed violent men who have no respect for leaders and elders, they are rough and are usually under the influence of drugs," lamented Ahmed, a community elder.

Yahya, a 16 year old boy, cites peer pressure. "Older youth convince teenagers to join piracy. I took a strong decision after I saw a teenager from Galkayo sentenced to life imprisonment on TV," he said, referring to Abduwali Abdukhadir Muse who was sentenced to 33 years in prison.

With TIS support, Somalia has organized sensitization workshops help youth resist piracy. "These sensitization sessions will make young people desist from piracy, it will make them appreciate that piracy will not only risk their lives, but also...damages the social fabric of the society," said the mayor of Bandarbeyla. "Youth can choose to vanish like the flame of a match stick, or live a dignified life and go to school."

TIS conducted anti-piracy awareness workshops for 390 youth in Jariiban, Balibusle and Bandarbeyla in Puntland, Somalia. The sessions focused on the grave consequences of piracy, with experiences from prison recounted by ex-convicts who abandoned piracy after release. To strengthen the community's and government's capacity to fight piracy, TIS has also constructed primary and secondary schools, women centers, and local administration facilities. Each activity was selected by Somali communities in consensus with government.

In 2013 there was not a single incident of piracy along the Puntland coast. While much of this is due to increased naval patrolling of coastal waters, many attribute strategic engagement with coastal communities and associated activities such as those facilitated through the TIS program as having a significant impact on reducing piracy off the Somali coast.

This quarter, TIS has supported six community-led anti-piracy sensitization workshops to help youth resist piracy.

Participants at an anti-piracy workshop in Jariiban, Puntland.



Warbaa Ugu Gaaja Wayn: ‘There is a Big Hunger for Informa- tion’ -Somali Proverb.

“Education is important, I will grow up and I will go to a big city, where I will have a car and everything...I am very lucky, my parents took me to the school and when I come home from school they smile.” -Fatima, approx 7 years old.

Improving Service Delivery

Bixin (pron. ‘Bih-hen’) is a small village of about 900 people in the eastern part of Puntland, set in from the coast near the tip of the Horn of Africa. Under-development and its rural location have meant that primary education was virtually non-existent in the past.

On September 6th 2013, local officials from the administration alongside members of the community opened a newly constructed primary school for the community. The schools sustainability for this small community was further ensured by the municipalities’ reciprocal contribution of the salaries of two full-time teachers and the equipment necessary to allow the school to function well into the future. This was a critical first step for this small town.

Puntland has been a hub of piracy activities over the past several years which have largely been attributed to an absence of alternative livelihoods.

With the opening of this dedicated educational facility, children now have access to a curriculum available in larger towns or cities which was developed and approved by the Puntland Administration. This includes Somali, Arabic and English classes, as well as basic science and mathematics.



Improving The Visibility of Government

Over the year, and to increase the capacity of state and local government to deliver services, TIS has built and equipped 17 government offices across Somalia.

In Baligubadle TIS rehabilitated and enhanced the local government offices by covering the cost of repair, rehabilitation and extension of the municipal government offices. TIS expects the overall impact of this support will raise the level of confidence and trust of local citizens in their municipal governance entity through improved service delivery.

“Since the construction and equipping of offices in our district, staff morale towards accomplishing their daily duties has improved. Additionally, the local council members meetings for updates, planning and problem solving has doubled and meeting attendance has improved Also, tax collection can easily be monitored and recorded.”-Mayor of Baligubadle, Abdi limaam.

TIS provided the Puntland Highway Authority (PHA) with surveying equipment to increase the quality and radius of road data collection. Now the PHA can process and print up to 40 kilometers of data, up from just 2 kilometers in the past.

“We all know we had difficulties during the survey of gravel roads and collecting data. I am sure we overcame this challenge through our partnership with the TIS program. We are thankful to USAID and TIS for their support not only for this equipment but for their support in coastal Districts.” Puntland’s Vice Minister of Planning, Ahmed Dooxajoog.

Capacity building

TIS strengthened government capacity by conducting three trainings for the Puntland inter-ministerial working group including the Ministry of Planning, the Ministry of Public works and the Ministry of Interior on monitoring & evaluation, planning and statistics for over 60 members of staff.

“This training was very important for the Ministry of Planning and International Corporation. We have received a useful set of tools from this training to conduct monitoring and evaluation of our programs which will help the Ministry and other participating ministries improve their work.” Fatima-M&E Officer, Puntland Ministry of Planning.

TIS is providing youth vocational training facilities in Baidoa. Currently, there has been only one vocational training center with two classrooms serving the entire community with a long waiting list of potential trainees. After the TIS vocational training center is completed, organizations such as INTERSOS and the NRC plan to use them to expand their ability to train unemployed youth in auto mechanics, masonry, basic electricity, and tailoring.

Feedback on Support to Nascent Government

“To be honest, we are lying if we say that we were a government before this grant.”-Director of Social Affairs, Bandar Beyla.

“Another area the made a notable change was the Registration and Documentation Office. Before when writing a document, we used to use an old manual typewriter or, in many cases, by hand. Now we use computers and prepare the documents much faster than before-clean and neat, readable and have a copy in filing cabinets which was part of this grant instead of leaving them in an old box on the floor.”-Social Affairs Department Director, Bandar Beyla Municipality.

Everything has now improved. The relationship between the community and the administration is at its climax now. Also, we have a good relationship with the youth of this town. This office now works as a coordination office between the community clusters. The community understands now that this office [the Bandar Beyla local government] is working for them and because of that, trust in this office has increased”- Social Affairs Department Director, Bandar Beyla Municipality



Gaining skills to make an honest living: Reducing the Appeal of Piracy.

In a classroom of 30 students, the teacher Abdullahi Ali Yusuf can be heard from outside as he enthusiastically explains a diagram he has drawn on the blackboard. This is the *Xaafuun Skills Training School* where residents are learning about the theoretical and practical skills of electricity. The class is taught five days a week, and is one of three different skills courses that are taught at this school to residents of the area aiming to prevent piracy and give them an opportunity to find alternative livelihoods. The other two classes are Auto Mechanics, and Business Entrepreneurship.

One student is Abdirizak Farax Cadde, 21, who was born in Xaafuun, and is now enrolled in the electricity course. Abdirizak has vivid memories of when a tsunami hit his hometown in December of 2004. “It swept away entire homes, and we saw many of our neighbors displaced with very few of them returning back to the area.” Abdirizak’s family, however, is one of those who decided to stay, and he is in this class to learn skills so that he can make a living. “Learning about electricity is something that is very useful to me. When I finish this course, I hope to find work with these skills”, Abdirizak says.

Abdullahi makes rounds in the classroom, towering over the students as they work on the practical side of the course, making wiring for a lamp. When asked about the age diversity of the students in his class, Abdullahi noted “No age matters. The older students are very motivated to learn, because acquiring these skills means getting a job and having the means to provide for their families. The young minds, on the other hand, are also very powerful and should not be overlooked as they can quickly learn and memorize the material.” Abdullahi continued to explain that these skills courses were something this community desperately wanted and was in need of, partly due to the fact that Xaafuun was located in a remote area, and when something electrical went wrong, it would need to find people from afar to come and fix it. “It is my hope that by the end of this course my students will no longer need to call and wait a long time until someone from another city arrives to fix problems. They will know how to do it themselves.”

Abdirahman Bashir Said, who was once a fisherman, is now a student in the Auto Mechanics class to gain skills on fixing motors and is very happy to be a part of this class. “Fishing has become harder for us to do here in Xaafuun. It’s also an unreliable way to support my family. Learning how to fix cars and motors will be useful to me so that I can fix my own car and others and also earn income.” Abdirahman discussed some of the challenges he has faced while in the class. “Although much of the material is a little hard to understand at times, having a teacher like the one we have to explain it helps me.” Abdirahman has been in the course since the first day, and proudly shares that he has yet to miss a single day.

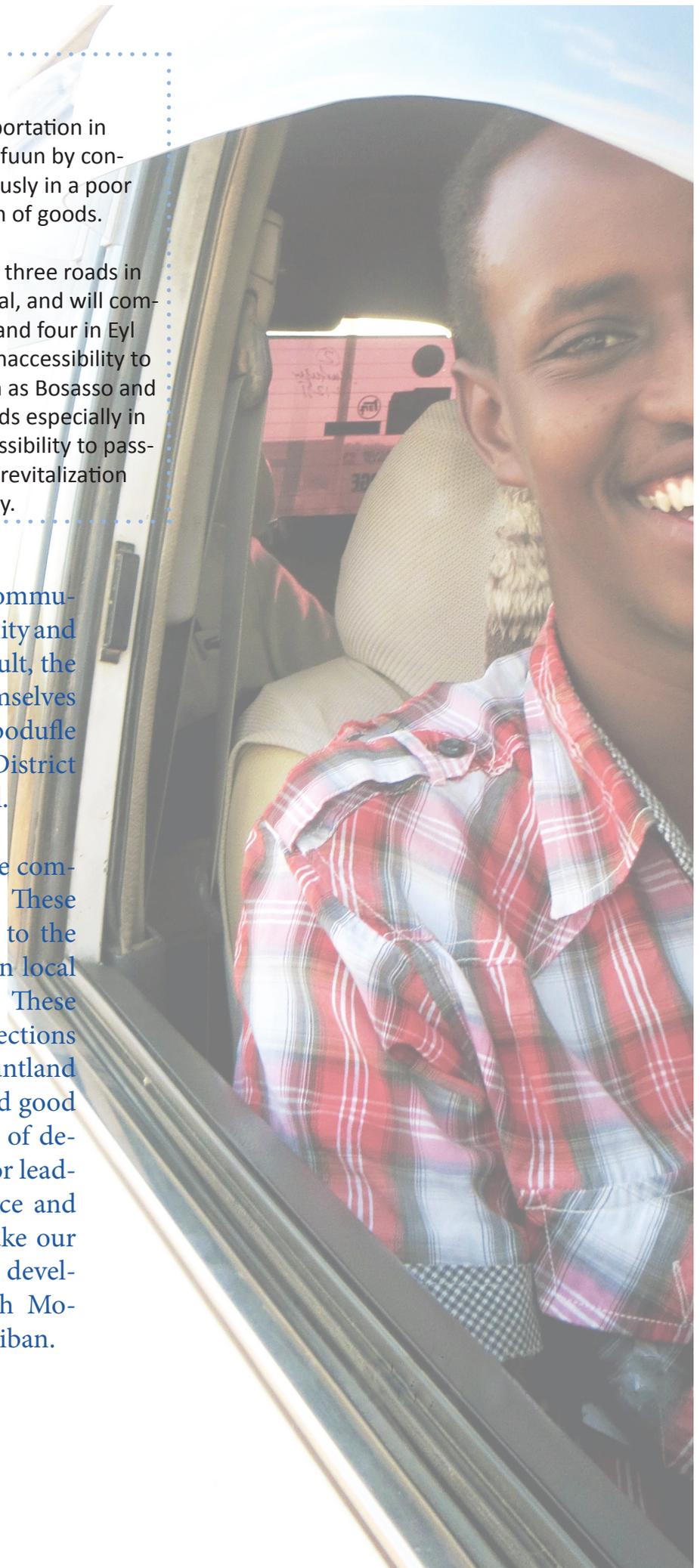
Roads to Peace

TIS has improved trade and transportation in Garaad-Jariiban, Baargaal and Xaafuun by constructing roads which were previously in a poor state, hindering the transportation of goods.

TIS completed the construction of three roads in Jariban and Hoosingabo in Baargaal, and will commence construction of two more and four in Eyl before the end of the year. Road inaccessibility to commercial cities and towns, such as Bosasso and Galkayo, increase the price of goods especially in rural areas. Increased public accessibility to passable roads will promote economic revitalization and are a sign of increased stability.

“This activity inspired the community and sparked their capability and sense of ownership. As a result, the community organized themselves and managed to start Gambodufle gravel road construction.” - District Council Member in Baargaal.

“Today we are celebrating the completion of two gravel roads. These achievements are attributed to the relentless effort of the Jariban local administration of Puntland. These roads will improve connections with other regions in Puntland and improve trade. Peace and good leadership are the backbone of development and if there is poor leadership, there will be no peace and development, so let us all take our part and work on peace and development.” -Abdikarim Sheikh Mohamed, Mayor of Garaad-Jariban.



Neutral Ground-El Wak Maternity Ward

El Wak is a Somali-Kenya border town straddling the Gedo region of Somalia and the Northeastern province of Kenya. The people in this town have suffered over many years from both human and natural disasters, not the least of which has been inter-clan conflict between the Garre and Marexaan communities over water rights and access to grazing pastures, claiming many lives. But El Wak's residents have developed an uncanny ability to rebound from adversity and this can be attributed to a commitment to proactive engagement.

After years of unrest in the region, in 2006 clan elders from the Garre and the Marexaan people convened a peace conference in the region's capital, Garbahaarreey. One of the agreements from the conference was to hold free and fair elections within three years. The community set a precedent by agreeing to form a local administration and distribute key positions across clan lines. The communities further agreed to form an inclusive District Peace Committee in which members of minority clans, women and youth would be represented.

USAID programs, begun in 2003, included a series of early peace initiatives and now the Transition Initiatives for Stabilization (TIS) has given critical momentum to community-based efforts, focusing on conflict resolution, peace building and sustainability.

Perhaps one of the best examples a community recovering from conflict can make is a commitment to see to it that new generations begin life in safety and health. This year El Wak demonstrated this by opening a maternity ward which will be a vital neonatal resource for women on both sides of the border.

"The maternity ward has significantly helped the people of El Wak in antenatal and postnatal care. Previously, women had two options when it came to delivery: either with traditional birth assistants or to be taken to El Wak, Kenya which was very difficult due to the fees charged and the distance needed to get there. It was also difficult crossing the border because most did not have identification cards. Worse than that, people in rural areas did not have any support care when they came to El Wak for delivery but now the maternity ward covers everything. It is free, fair and a conducive environment for the people of El Wak Somalia to interact and work together jointly, hence promoting peace and tranquility."-Patron of the El Wak District Hospital

Women celebrate with song and dance at the opening of the maternity ward, El Wak.





Above: Students cross the newly constructed footbridge in Gabiley, Somaliland.

Bridging Divides

In the town of Gabiley in Somaliland, flash flooding of the Qalax River has often prevented children and youth to regularly access educational facilities during the year as Tima'adde University, as well as the secondary and primary schools are situated on the opposite side of the river. A bridge connecting the town with the institutions collapsed in the early 1990s and was never repaired. Perennial flooding of the Qalax River Valley during the rainy season has also claimed lives in the past and led to loss of property and the closure of businesses.

TIS supported the Municipality of Gabiley to rebuild a footbridge across the Qalax River increasing accessibility to education for more than 2000 students. The bridge has also restored public transport which in turn has regularized trade in the town.

“Previously for a day or two, our children were not able to go to the school due to the floods caused by the river and we were always worried whenever it rained while the children were still in school,” said Ms. Maryan Hadi Ahmed a mother and a member of the Community Education Committee (CEC) in Gabiley.



Above: A victorious youth crosses the finish line at a relay race in Gabiley.

Promoting public confidence in nascent government

The TIS program increases confidence in governance by attributing the success of activities to local government and the community, rather than USAID or TIS. This year, TIS facilitated six events celebrating the successful completion of administration blocks, roads, schools, a market and a footbridge. The events increased dialogue on socio-economic issues between government and the public. In Bargaal and Jariban in Puntland, the Community Dialogue Event to celebrate the schools, a local administration block and a road will be remembered for the traditional dances, poems and football matches. And in Somaliland, a Youth Relay Race to celebrate a footbridge in Gabiley was also memorable (pictured above).

Increasing mobility and trade

TIS has improved trade by constructing roads which were previously either in a deplorable state or non-existent hindering the transportation of goods. TIS completed the construction of three roads in Jariban and Hosingabo in Bargaal this quarter, and will start the construction of two roads in Jariiban, while construction of four gravel roads in Eyl is expected to commence next quarter. Inaccessibility to commercial cities, such as Bossaso and Galkayo, previously increased the price of commodities in rural towns and made trade difficult, but now public accessibility, and confidence in governance, has increased.



Above: Children in Bargaal at a Community Dialogue Event to celebrate the opening of newly constructed government offices, a secondary school, and a road.

Baargaal community celebrates a new dawn

The Baargaal Municipality in Puntland has been traditionally known as a sleepy coastal fishing town. Recently piracy, clan conflict over resources and political differences has hindered Baargaal's ability to develop. Piracy in Baargaal began when fishermen's nets were continuously destroyed by passing ships and in retaliation they attacked the shipping lines. Since fishing was a major source of livelihood for Baargaal and with dwindling revenue from the fisheries and limited alternatives, piracy came to be seen as a revenue source.

Due to limited resources and geographical isolation, the local administration struggled to deliver services to their community. To improve the capacity of the local government to combat piracy and offer socio-economic services TIS facilitated the construction of a local administration office, a secondary school and a road to connect this coastal town to markets.

The newly constructed office will enhance the ability of the municipality to provide basic social and economic services including sea piracy and increasing public confidence and trust in the local authorities. The school will improve access to education by engaging youth's who would otherwise be drawn to piracy activities. The road will improve trade in Baargaal by connecting people to markets and opening Baargaal for trade.

Speaking at the Community Dialogue Event, the Mayor of Baargaal said "I am sure we will benefit from this assistance. The most important thing now is how the community and government can work together. We are here to serve you and this building is yours...it is your office and we are seeking your support. Without your support we cannot achieve our common goals, which are peace and security as well as the provision of basic social services".

The community celebrated the unveiling of the three projects with performances of traditional songs, dances, and a football match organized by the Mayor's Office.

Speaking on behalf of Baargaal's Mother's Organization, the Vice Chairperson greeted attendees of the event: "I am greeting all of you, speaking on behalf of Baargaal Mother's Organization we are thankful to the local government and USAID for these useful things they have brought to our district." -Aasho Mohamud Jama, Baargaal Mothers Organization.



Bidder Training in Kolbio, a town along the Kenya-Somalia border.

A Transparent participatory contracting process

TIS uses an open and transparent procurement process called “community contracting” to ensure the community participates in, and takes ownership of their own peace dividend activities. The community contracting process ensures accountability in tendering processes and proactively avoids conflict over tendering decisions. TIS facilitated

58 community contracting processes in Puntland, Somaliland, Gedo, Lower Juba, Bay and Galgaduud. Each tendering process had a constituted bid committee comprised of representatives from the government, TIS-DAI staff and the community. Communities and the local administration in Lower Juba and Gedo expressed their satisfaction in what they termed as a “transparent and clean process” with most of the local administrations promising to emulate the process in future.

One Sunday morning in late August 2013, the Mayor’s of Bosasso and Qardho woke up knowing that over the next three days they needed to decide together with representatives from their communities what they will do with \$700,000. “This planning session is giving us an opportunity to discuss our needs and priorities,” said Hassan Abdalla, The Mayor of Bosasso.

For some of the participants in attendance at this session this was their first planning meeting and the image of other NGOs came to their minds as mainly directing project funds toward administrative costs and employee salaries.

This seemed to be their greatest fear, leading one of the Qardho elders to ask aTIS team member directly “Will you use this money you’ve said is for

Qardho and will it be directly applied to district activities as an admin cost?” The answer was a definite ‘no.’ Bosasso planned activities including the construction of 2 kilometers of paved road and construction of a municipality office.

Mohamed Said, Mayor of Qardho, indicated that they will explain and teach their community about the TIS program because it is useful and is a role-model for consensus based decision making.

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



Men and women participate at a TIS Planning Session.

Puntland is a semi-autonomous state in Somalia with several key districts such as: Bandar Beyla, Eyl, Garacad, Baargaal, Burtinle, Garowe, Jariban, Bosasso, Gardo, Baran, Cayn, Galkayo, Iskushuban and Xaafuun. In phase I, TIS partnered with the Puntland Government to empower the communities of five coastal districts (Bandarbeyla, Eyl, Garacad, Baargaal and Xaafuun) to design activities worth \$4 million focusing on community engagement to combat piracy. Such programming mitigates conflict, creates social cohesion and promote economic development through transparent participatory planning and budgeting. This, in turn promotes a sense of community ownership.

In phase II, TIS through a participatory planning session inspired the residents of Garowe and Burtinle to access their untapped potential and identify core problems disrupting peace and stability to understand the root causes of conflict. Participants prioritized \$800,000 worth of activities aimed at promoting stability and increasing public confidence in local government.

The solutions agreed upon for Garowe included the construction of 3.1 kilometers of paved road, 1km of gravel road with a 40m Irish bridge and completion of the construction of the Ministry of the Interior Headquarters in Garowe. Burtinle residents also decided to expand the existing hospital, construction of a market and construction

of community hall.

The transparent consultative process TIS used ensured the participation of all stakeholders including women, youth and minorities in the decision making process. Women are often sidelined during formal decision making on resource allocation, peace and reconciliation.

“I am happy that this meeting is productive...I like the approach that representatives from a cross section of the community were represented like myself and I am glad I was given an opportunity to make a decision for my community,” said Hubba, a female youth representative.

“Other international organizations come with preplanned projects but TIS gives a voice to the government and the people. It uses a process that is inclusive.” the Minister of State for planning added.

“This planning session is empowering us and will give us an opportunity to discuss our needs and priorities to come up with projects which support peace and stability in our community.” Mayor of Bosasso.

Empowering Women through Inclusive Consensus Building Processes

**“The idea of bringing people together and sharing with them the budget rules out suspicion.”
-Participant in the Las’anod planning session.**

At the recent Las’anod Stabilization Planning Session Amina, 23, caused a stir when she shot up during a presentation on stability when the presenter shared his view on accountability in the local government. Stating he felt things were improving, Amina spoke out. She crossed the floor as if to snatch the microphone from her male counterpart and gave her version of accountability in Las’anod. She explained that she was a victim of injustice when she was put in a holding cell with other men after she was suspected of campaigning for the Puntland Government in the upcoming election along with a dozen others. They were released the following day after spending the night in a congested mixed gender cell. Having to buy her freedom on top of this injustice and made her question improvement in Las’anod.

Amina displayed strength and courage by confronting officials and elders while making the point that the situation was not being presented as is. The male members in the room were humbled and embarrassed by her story. It is apparent that

this young Somali in the face of fundamental rights denial is stoically going forward with the kind of ‘fire’ needed in Sool region.



Above: Amina, participant at the Las’anod Planning Session. Below: A community consultation in Diff.



Coordination

Puntland

Coordination between various ministries and TIS has increased dramatically in Puntland.

During the year TIS became a member of the Community Peace and Safety Working Group in Puntland, led by the Ministry of Security. The group collaboratively shares experience and activities to enhance coordination and prevent duplication of efforts. During this quarter (July to September 2013), TIS participated in three meetings on peace building and community safety organized by the Working Group which included various government ministries and organizations implementing peace programs.

The TIS Chief of Party and Senior Project Adviser improved coordination with the Ministry of Planning in Garowe. In September, the newly appointed Minister was briefed on the TIS program objectives, current programs activities in Puntland and their results.

In September TIS also had consultations with the Director General of Ministry of Education on information sharing about the schools which TIS constructed in Puntland. The ministry assured TIS that teachers and text books for the schools would be provided and promised to continue to work with TIS, local administrations, and communities to ensure the sustainability of these schools. TIS was invited to attend future education coordination meetings for information sharing and coordination purposes along with other International NGOs supporting education in Puntland.

In Bandarbeyla, TIS activities were coordinated with UNICEF and Save the Children. For example, Save the Children is providing medical supplies to a clinic constructed by TIS and UNICEF is providing blackboards and stationary to a school built by TIS in Bixin.

TIS is working with Care International and the International Rescue Committee (IRC) to establish a consortium that will focus on good governance and

will consist of various government ministries and non-governmental organizations. The consortium will be chaired by the Ministry of Interior.

In August TIS took part in a Technical Vocational Framework conference organized by the Ministry of Education and included Mercy Corps, Care International, and Save the children.

TIS is engaged with the Somali NGO Consortium which was set up to help reduce duplication of efforts of international and local actors.

Gedo Region

Following damage caused by al-Shabaab on the Belet Hawa project, TIS was forced to use the budget allocated for furniture to repair damages, TIS coordinated with the German Development Corporation (GIZ) to facilitate the provision of furniture which was delivered in August 2013.

Somaliland

On July 1st, TIS took part in a high profile Youth Employment Conference titled 'Getting Somaliland to Work: National Employment Conference and Jobs Fair'. The objective of the conference was to address unemployment among youth and discourage migration away from the country. The event was organized by the Ministry of National Planning and Development, the Ministry of Labor and Social Affairs, and sponsored by the International Labor Organization (ILO) with the President of Somaliland attending as a guest of honor. Several local and international companies and organizations made presentations on their efforts at creating job opportunities for youth, while TIS made a presentation on how its programming is creating employment opportunities in Somaliland.

TIS is actively involved in monthly peacebuilding coordination meetings chaired by the Ministry of Interior, the Danish Refugee Council, the Danish Demining Group, and CARE International. In Sool and Sanaag TIS is coordinating with Finnish

Church Aid which is facilitating conflict resolution and peacebuilding conferences in the region. TIS is formulating a framework so its quick-impact programming is compatible with other organizations in the area.

Bay

TIS is sharing information with the Norwegian Refugee Council (NRC) and INTERSOS regarding the implementation of grants in Baidoa, especially a vocational training center and markets TIS is constructing there. In mid-June the three organizations convened a meeting to discuss contributions by both parties, coordination among stakeholders, stabilization programming, and modalities for information sharing.

Central Government

The TIS Chief of Party and Director of Programs made significant strides at improving coordination with the Office of the Prime Minister and Ministry of Interior in Mogadishu. In January, newly appointed officials were briefed on TIS program objectives, future plans, results and current activities in south and central Somalia. Coordination between the Federal Government of Somalia (FGoS) and TIS has increased and an FGoS official attends planning sessions across the border in Kenya as well as those in Dhusamareb.

Galgaduud

TIS facilitated the visit of two senior officials from the Federal Government of Somalia to meet with TIS stakeholders in the five accessible districts to better understand the TIS approach, strategy and project work.

Nairobi

The TIS-DAI is a member of the Somali NGO Consortium “Community Safety and Peacebuilding Working Group”. The Working Group deliberated on formalizing Terms of Reference, harmonizing per diem policies for participants attending reconciliation and peace building meetings, and discussed the Somaliland peace building as well as stabilization policy.

TIS hosted DFID’s Somalia Stabilization Fund, which is commencing a stabilization program in Somalia. The guests were taken through a detailed presentation

on the TIS approach, guiding principles, challenges and lessons learnt from prior stabilization programs in Somalia. The head of the Somalia Stabilization Fund expressed his satisfaction and promised to work closely with TIS.

Operations

TIS continues to grow as programming expands to new regions and the portfolio of grants in existing regions expands as well. This year TIS set up an office in Dhusamareb with three staff and recruited 25 staff across the Dhusamareb, Baidoa, Nairobi, Hargeisa and Garowe offices. We’ve also engaged five interns and three consultants for various periods of time to assist the team. Five members of the staff left for career advancement outside of TIS-DAI and we are in the process of recruiting more staff for planned expansion in Lower Jubba.

Capacity development is core to TIS’ plan to improve efficiency and effectiveness. In the year we facilitated staff to attend various training events including the Database Manager on Geographic Information Systems (GIS) and database management, four staff to attend a course on Applied Conflict Transformation in Johannesburg, first aid training for all the Nairobi team with trainers from the Kenyan Red Cross, a hostile awareness training course for all Nairobi, Garowe, Adado and Baidoa staff and sent four staff to attend training on payroll, tax compliance and labor law. Three procurement staff will be attending a procurement and contracts management course in early December in Nairobi.

TIS is also having a Team Building Session in Hargeisa, Somaliland in early November. It’s a great chance for all of the new team members to get to know each other, to conduct trainings on a number of topics including procurement, grants management, the do no harm principle/conflict sensitive programming, environmental compliance, improved reporting and community engagement. It is also going to be a forum for sharing lessons learnt and to reflect on achievements we’ve had to date.

Monitoring & Evaluation

Stabilization impact measurement

TIS finalized the development of a stabilization measurement tool and handed it over to the Monitoring and Evaluation Program for Somalia (MEPS). It is expected that the developed tool will measure program effectiveness in terms of reaching its overarching goals of increasing public trust and confidence in government and promoting dialogue and consensus based decision which create social cohesion and political connectivity. MEPS is conducting a perception survey, the results of which are expected in November 2013.

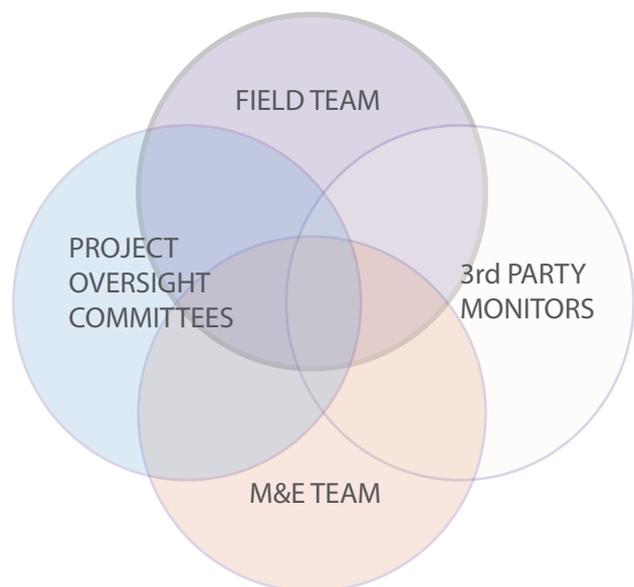
M&E approach

Given the wide geographic scope and vast

“Before we used to sit under trees when we solved conflicts which was not comfortable. But now we have a secure, protected, and closed place that we can use in order to promote peaceful co-existence in our community as well as neighbouring ones. These resources will be the center of management, guidance, and peace reconciliation. Both the peace committee and local authorities did not have offices to operate in before, but now the offices will be ready. They are very important in terms of serving the community as well as the district administrations and security agencies.”- Deputy Chairman of the Dollo Peace Committee.

The town was in dire need of a sanitation system that would reduce the load of litter along the roads and in front of shops. With the provision of these donkey carts, there was an immediate positive change felt throughout the town and even the outskirts. We therefore thank TIS for this commendable activity.”-Chairwoman of the Wamo Women’s Group, Dhobley.

number of activities under implementation at any given time, TIS relies on a multifaceted system to ensure accountability and verification. These include, but are not limited to, reliance on project oversight committees, TIS field staff, the M&E team and USAID’s MEPS programs’ third party monitors.



“I witnessed several meetings organized by the Women’s Organization and youth. Like the Women’s Organization, the youth also come here to discuss their issues. I felt from the women’s attitude and discussions that they are very happy with the beautiful compound and furniture.” -Watchman’s observation, Bandar Beyla.

USAID’s Monitoring and Evaluation Program for Somalia (MEPS) conducted verification visits to 19 project sites in Gedo and Lower Juba (9), Puntland (7) and Somaliland (3). Here are some of the comments by the third party monitor and feedback from beneficiaries interviewed during the verification visits.

“As a mother I often need medical care weather for my children or for myself... I can feel what it means to have such a facility in our community.”-Local Parent, Bixin.

“This kind of investment will have an impact by enhancing public confidence in the governments’ service delivery, enable the community to strengthen peace building initiatives and direct elders, religious leaders, and youth to support peace and development in the district as well as the region. The administration block will serve this community by enhancing security and solving cross-border issues that always put Gedo against their Kenyan and Ethiopian counterparts in the past. It will be a center for restoring peace and reconciliation as well as solving land disputes....I know this administration block will play a key role when it comes to peace building and reconciliation. It will improve interactions because it is the center for all of our meetings.”- Deputy Chairman of the Belet Hawo Peace Committee.

“From the day of the handing over until now, the hall has been in operation continuously. It is used by elders for settling disputes, for laying down new ideas for the town and organizing all peace initiatives. Women’s groups and youth also meet in the hall to have their own discussions. The hall belongs to everyone in Dhobley. It is a wonderful activity space that will enhance the peace building process in Dhobley town. I thank the implementing partner for the construction and provision of the diverse equipment.”- Secretary, Dhobley Peace Committee.

“During the construction of the social hall, we as the peace committee, supervised to make sure there was no misunderstanding between the contractor, the site supervisor and the engineer. The responsibility for its’ maintenance is the responsibility of the Peace Committee. It is 100 per cent complete and I could have requested the evaluation of everything that was done to ensure it is effective and transparent.”-Peace Committee Chairman, El Wak.

“The municipality workers will have a much better working environment. Thus, they can perform better and serve the community more efficiently and effectively. It is not an easy job to restore the local communities’ trust and confidence in Bargaal’s local government. There is a stereotype about the government now being honest and accountable to the people. It will take us time to get their confidence...yes; it is my responsibility to honestly work for my people but it will take some time to get appreciated. The only way we can restore peoples’ trust and confidence is to publicly shorten the outcomes of these projects.”- Mayor of Baargaal.

“We are very grateful to the implementers of this project because we have an appropriate place to conduct meetings that are important to the community. The benefit is realized in the whole region since elders from all corners come here for meetings. Sometimes even neighbouring communities come here for meetings to solve their problems.”-Traditional Elder, Aynabo.

“As a businesswoman, I am very delighted that this activity has positively improved my business. Now shipments arrive here faster than before and I don’t have inventory problems and my orders come faster.” -Local businesswoman, Bargaal.

Challenges and lessons learnt

Changing Community Priorities

Some communities sought to propose new priorities in the middle of previously planned activity implementation which delayed expected completion timeframes and overall program output.

For example, this happened in Sahil and Hargeisa. The TIS team had to explain the effects such changes have on project timelines and costs emphasizing the need to minimize impulsive changes unless unavoidable.

Changing Government Officials Can Mean Programming Uncertainty

The November 2012 local council elections in Somaliland were held in which communities elected new Mayors. The subsequent presidential decrees which reshuffled Governors caused substantial changes to program continuity. The TIS team needed to allocate extra time to have the new Mayors and Governors brought up to speed on program activities with some proposing their own changes to a program or even shying away from existing activities as in the case of the Hargeisa local government which has in effect stalled the completion of projects in Hargeisa.

Delay of a project start up in Kolbio was due to unresolved issues between the local administration and the community. The projects were delayed for three months eventually commencing after a local reconciliation processes.

Delayed Decision Making Impedes Implementation

2 construction grants in Hargeisa have been sitting for a while due to a lack of decision makers. The Mayor of Hargeisa was elected and later died which meant several months to fill his position. The new Mayor needed time to understand and learn on-going activities.

Rumors and Misinformation

DAI suspended activities in Zeila in northeast Somaliland following a complaint that was sent to USAID by community members accusing DAI to have awarded a grant to an illegitimate grantee (the Local Government of Zeila). This had come as a result of local elections where the mayor and the governor had been elected from a minority clan and the complainant thought that this was illegitimate. The notice to suspend the works was issued in July 1 before the subcontract expired.

After a thorough investigation and extensive consultations by TIS it was discovered the accusations were baseless. DAI then issued notice to commence works in early August 2013. Unfortunately the subcontractor could not commence the works because during the months of August and September, Zeila is extremely hot, dusty and windy and people do not work during that period, with most of them moving to other parts of the country.

Business Unusual

A TIS team spent considerable time during initial stage of TIS program in Puntland areas explaining the principles of in-kind grants, while the community expected to receive grants in cash. TIS resolved this through clarifications and explanations in extensive community consultations.

The TIS program is community driven, seeking to mitigate conflict and create community cohesion. This in turn requires working with communities and local governments (at the grass-roots level) as well as the national level for coordination and information sharing purposes. The challenge remains to maintain the balance of working with all levels of government while managing expectations and negative perceptions at the individual level.

Harmonizing Quick Impact and Sustainability

TIS program is designed as a quick impact program which but is also committed to the sustainability of the projects implemented. The challenge is to harmonize the quick impact nature of the program while ensuring its' sustainability. Experience shows that in rural and remote areas mobilizing communities and resources requires time.

Poor road infrastructure

Travel to the five coastal districts in Puntland is time consuming. Often travel requires up to four days from and back to Garowe. Similarly traveling to the districts of Galgeduud, Gedo, Lower Juba and Somaliland can be equally challenging.

Security

Some areas are not safe to drive through owing to inter-clan rivalry, revenge killings and carjacking's which have occurred in the past year. TIS staff has, at times, felt unsafe while travelling in those areas but mitigate this risk by using their local knowledge about these areas including safe routes, and cultivation of relationships with traditional elders and public at large.

Occupation of a TIS funded school by Ethiopian Forces.

Following the occupation of two project sites in Luuq by the Ethiopian Defence Forces (EDF), it has been difficult for the contractor to complete construction work forcing them to leave the projects incomplete (although they are substantially complete). Several intervention efforts by the local administration and the peace committee to persuade the Ethiopians to relocate have been unsuccessful. The occupation of the sites by the Ethiopian forces have paralyzed construction activities and leading to incompleteness of the project activities in Luuq.

“We requested this rehabilitation process in order to promote education in our district but now the main challenge is the presence of troops in the school. Students are now using another school called Sinai as a part time shift. The headmaster and teachers are operating without an office. It will be better if those troops vacate from our school.”-Member of the Luuq Community Education Committee.

Somaliland

While Travelling to the Field: Always have backup transport and communication systems. For example, the roads to Erigavo and Zeila are remote and travelling staff need backup vehicles to transport staff in case of a breakdown or for staff security beyond satellite communications.

Peacebuilding and Conflict Mitigation: Bridges the gap between communities in conflict. Although peacebuilding takes time, it is a vital investment in the future, particularly in Sool and Sanaag as positively contributing to stability and the creation of a space for peaceful co-existence.

Private Public Partnership: Is the way for actualizing the TIS collaborative framework in a more effective and sustainable manner should be encouraged to promote TIS ownership.

Participation by all Stakeholders: An inclusive process, including minority clans, women and youth results in ownership of the entire product.

Locally Organized Planning Sessions: Are more inclusive and acceptable to communities and reduce suspicion among them and furthermore, is more cost effective.

Complimenting In-kind Support: Capacity building

helps sustain and achieve the desired stabilization results.
Puntland

Eyl improved its sense of ownership by standing up for transparency and accountability principles when an influential bidder attempted to derail the process by insisting that his late bid submission be accepted. The Eyl community, government ministers, and TIS staff solved the problem after the bidder renounced his bid. The lesson learnt from this is that an engaged community can make a difference in raising confidence and transparency in the community contracting process and ensuring ownership.

TIS constructed three gravel roads in Jariban through community participation from the planning stage to monitoring and evaluation. As a result of exposure to the TIS process, the community decided in collaboration with the government, private sector and Diaspora to invest in construction of the Wadaagsin road connecting Galkayo to Garacad.

The lesson learnt is if projects are implemented through the promotion of community ownership, participation, transparency, and accountability the community is more likely to appreciate and replicate similar projects on their own initiative.

Project oversight committees are crucial to project implementation in remote areas and should be engaged from the beginning. When constructing a gravel road in Xaafuun, during the design stage a TIS engineer forgot an essential material. When construction began, the project oversight committee disallowed the contractor from proceeding. The TIS engineer visited the site and realized the oversight committee was correct. These committees are composed of local community members and are acritical to engendering community ownership of projects as well providing a vital check-and-balance function.

Proactive engagement of government representatives during the planning and implementation of activities to facilitate sustainability.

Engaging government entities at the lower level is at times more productive when it comes to sustainability of schools in rural areas, rather than a top-down approach. In the case of a school TIS built in Bixin, which lacked furnishing due to budget limitations, students could not attend classes and the school was ostensibly not functioning. TIS reached out to the Ministry of Education for assistance, which in turn was not very of assistance in a timely manner. A second approach was to ask the local municipality of Bandarbeyla. This proved to be more effective as they were able to mobilize funding to furnish the school and make it functional.

A lesson learnt is that projects not planned in a conflict sensitive manner can create hostility between the local communities (contravening TIS' Do No Harm Principle).

During a planning session in Djibouti, a grant was approved for a water project in the village of Hurdiyo. The water project required an assessment of piping at the nearby village of Xandha which was 12 kilometers away. Xandha, however was not a recipient of any TIS projects at that time and when staff arrived they quickly recognized that this could bring conflict between the people of the two villages. The solution was to call a community consultation meeting between the elders of the two villages and have a dialogue about the project. After a long discussion, they decided to reject the water project and instead design another project which would benefit both villages. As a consequence of these dialogues, TIS partnered with the Municipality of Xaafuun to rehabilitate a primary school and community health center in both Xandha and Hurdiya

in addition to the construction of a women's center in Hurdiya. The anticipated impact of these projects is increased public confidence in governance, particularly as it relates to the local authorities' ability to provide basic social services to citizens.

Moving forward

Planned Activities for FY 2014

- Initiating peace building and conflict mitigation activities particularly within disputed areas of Sool and Sanaag and funded by the UK Stabilization Unit.
- Engage with more private/public partnerships in Phase II activities to facilitate ownership and sustainability.
- Hold all upcoming Stabilization Planning Sessions locally
- Strengthen the capacity of local, regional, and central government staff to improve service delivery.
- Extend TIS projects to areas which have received the least assistance from TIS and moving from areas which have concentrated presences of INGO's and UN agencies.
- Active coordination with peace/rights-based actors.
- In 2012 and 2013, TIS Puntland activities focused activities in coastal Districts of Baargaal, Xaafuun, Bandar Beyla, Eyl and Jariban-Garacad. 95% of these grants are either completed or in implementation stage. TIS plans to complete and closeout these grants in the coming year.
- In FY'14, TIS will implement 11 grants worth \$1.5 million in Garowe, Burtinle, Bosasso and Gardo which were prioritized during two planning sessions held in Garowe and Bosasso involving stakeholders representing community, the local government, civil society and private sector.
- TIS plans to facilitate two planning sessions in the Boocame and Dhahar-Sool and Sanaag regions respectively. Stakeholders will be convened to design stabilization activities worth \$ 250,000.
- In Baidoa, TIS will continue implementing the current 9 grants until their completion next year.
- Completion of construction works and handing over of projects in El Wak (admin block and a women's centre), Dhobley (3 classrooms and 1 staffroom), Geriley (3 classrooms and 1 staffroom), Diff (a maternity ward, administration block and a social hall), Raskamboni (3 classrooms and 1 staffroom) and Kolbio (an administration block and a social hall)
- Drilling of two boreholes and construction of water pans in Dhobley, Geriley-Kolbio and Raskamboni respectively.
- TIS sponsored a nine-member Women's Leadership Academic Cohort program, run by the Centre for Justice and Peace Building (CJP) at Eastern Mennonite University which will end in mid-December of this year. The students spent the last two years enhancing their capacity in conflict transformation, restorative justice, reconciliation, trauma healing and leadership and included women from Somalia, Somaliland, Puntland and Kenya.
- Support to the Stabilization Support Unit (SSU) attached to the Prime Minister of Somalia's office in Mogadishu will proceed as planned. It facilitates: IT capacity and various workshop support, renovation of government offices, equipment as well as office supplies. This 193,000USD program will run into FY 2014.

Indicators

	FY2013 Targets		FY2013 Q1 Actuals		FY2013 Q2 Actuals		FY2013 Q3 Actuals		FY2013 Q4 Actuals		Cumulative Total		Grand Total	%
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
1.1 Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation	350,000	150,000	300,159	442,934	84,785	110,854	64,843	96,758	4,606	6,149	454,393	656,695	1,111,088	222%
1.2 Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	40		26		0		21		22		69		69	173%
1.3 Number of sub-national government entities receiving USG assistance to improve their performance	31		12		0		8		9		29		29	94%
1.4 Number of USG-assisted consensus-building processes resulting in an agreement	8		4		0		4		4		12		12	150%
1.5 Number of peace-building structure established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation process	16		5		0		2		8		15		15	94%
1.6 Number of persons whose livelihood opportunities are improved as a result of USG-funded workforce development programs	5,500	500	398	0	411	0	161	0	197	116	1,167	116	1,283	21%



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