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# TRANSITION INITIATIVES FOR STABILIZATION

## Quarterly Report

APRIL 2012

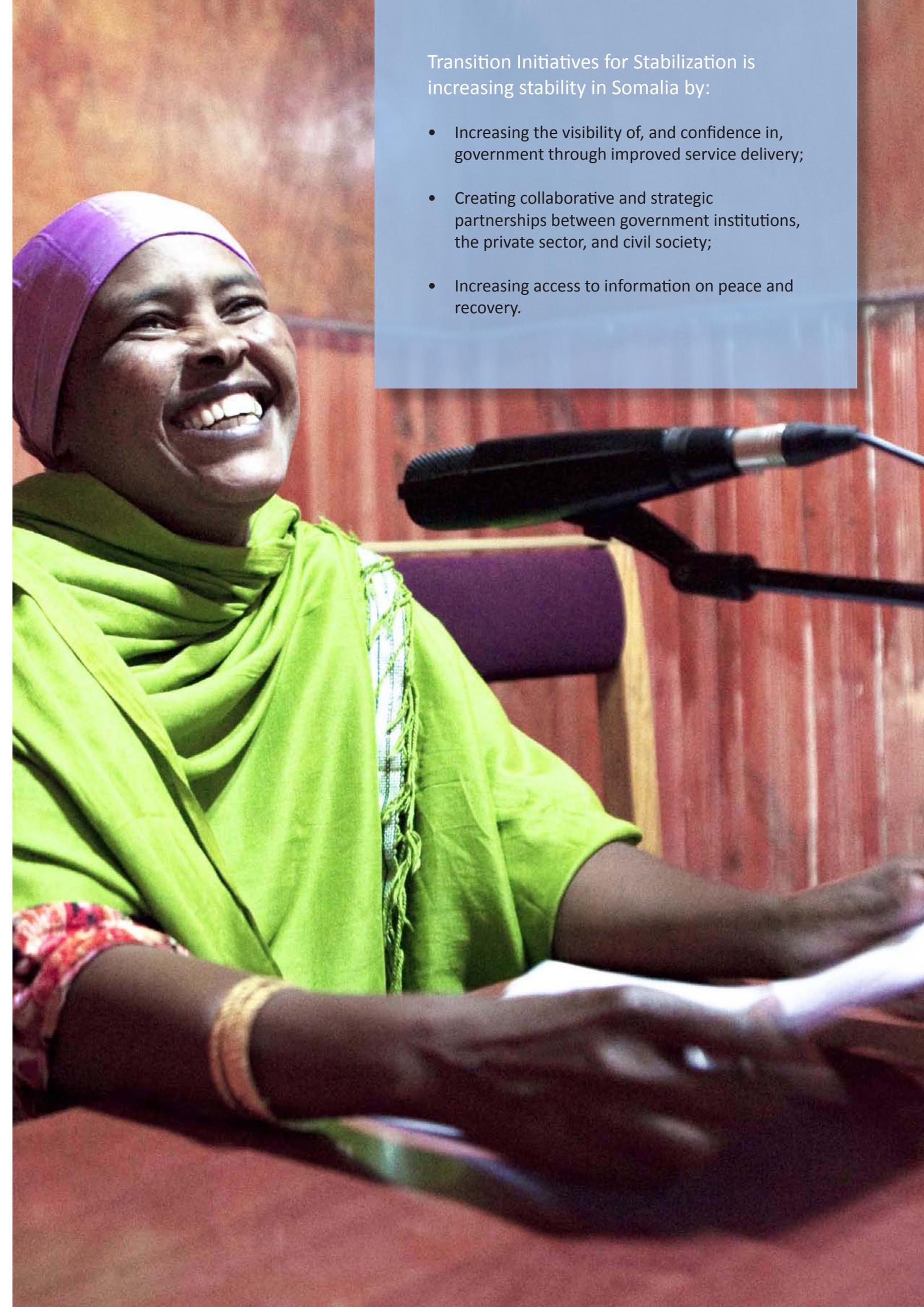
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# TRANSITION INITIATIVES FOR STABILIZATION

## Quarterly Report

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A woman wearing a purple headscarf and a bright green shawl is seated at a table, smiling broadly while speaking into a microphone. She is wearing a gold bracelet on her left wrist. The background is a wooden wall.

Transition Initiatives for Stabilization is increasing stability in Somalia by:

- Increasing the visibility of, and confidence in, government through improved service delivery;
- Creating collaborative and strategic partnerships between government institutions, the private sector, and civil society;
- Increasing access to information on peace and recovery.

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# EXECUTIVE SUMMARY

This quarterly report summarizes the results of the TIS-DAI program between January 01 – March 31, 2012. During this reporting period, TIS-DAI had **75 grants in implementation** worth US\$ 4,361,805, **closed five grants** worth US\$ 227,926 and had **40 grants pending** worth US\$ 4,070,297.

## Key stabilization results include:

1. **Supported 22 sub-national government institutions** to improve service delivery in six regions of Somaliland, five regions in Gedo and Lower Juba and an additional five districts in Puntland;
2. **Strengthened six national and regional peace structures** involved in peace and reconciliation efforts among conflict-affected communities;
3. **Awarded 18 contracts** to local companies through a consensus building process;
4. **Facilitated two scenario building sessions** in Hargeisa and Entebbe to map the plausible futures of Somalia and the Self-Declared Republic of Somaliland. A diverse group of Somalis including poets, artists, government officials and clan elders participated.



# BACKGROUND



The Transition Initiatives for Stabilization (TIS) program, funded by United States Agency for International Development (USAID), responds to the complex crisis that has evolved in Somalia.

After the fall of the Central Government of Somalia in 1991, several regions including Benadir, Somaliland and Puntland have made significant progress in establishing state structures that serve as the foundation of a decentralized system of governance. Somaliland experienced peaceful, democratic elections in August 2010, which resulted in a peaceful transfer of power. The outgoing regime respectfully stepped down and upheld the election results, ushering in a new era of stability, accountability, and democratic legitimization.

Meanwhile in Gedo, Lower Juba and along the Kenyan/Somali border, the African Union Mission in Somalia (AMISOM) made tangible advances in pushing out the Islamist organization Al-Shabaab, and in February, 2011, both Gedo and Lower Juba were under the control of Transitional Federal Government (TFG). During this period TIS supported nascent structures of governance to promote peace and security by engaging with existing peace structures and local administrations. In Gedo and Lower Juba TIS programs are focused on tangible peace dividends.

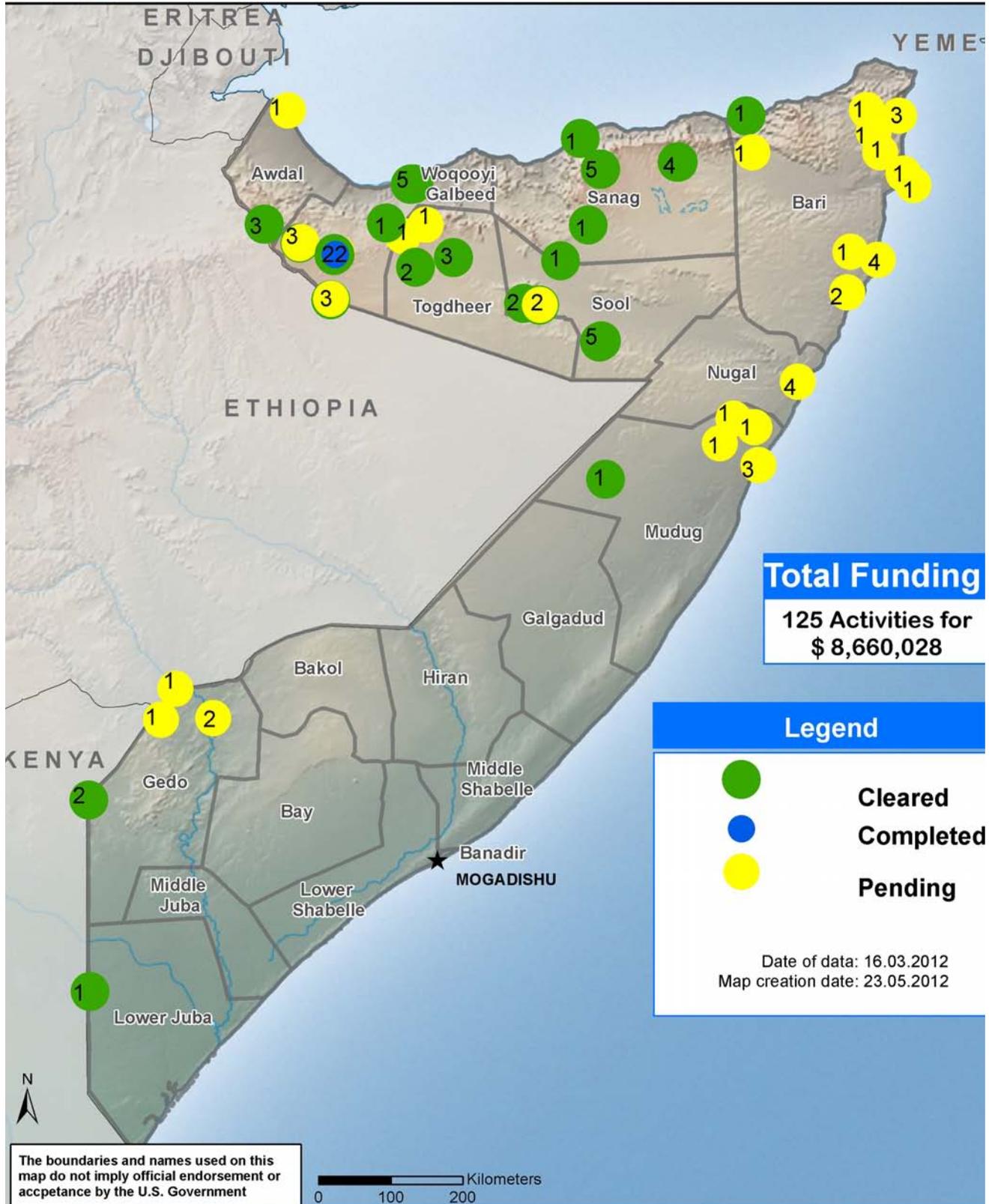
In Puntland, TIS is supporting coastal communities to achieve economic improvement and combat piracy to advance the Somali peace process.

# WHERE WE WORK



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## USAID's TIS Work Across Somalia



# KEY RESULTS

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

## Somalia wide

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*Conflict transformation is a core objective of the TIS program*

TIS is supporting Somali women through a *Women’s Leadership Academic Cohort* program. It targets Somali peacebuilding practitioners in Somalia and Kenya who are recognized for having leadership potential. The women will study together to set the foundations for developing a regional peacebuilding network.

The two-year program will officially commence at the Eastern Mennonite University in America in May, 2012. Four women were granted visas to attend the program.

## Somaliland

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*Mapping the plausible future of Somaliland*

A stabilization session was held in Hargeisa from March 24 -28, 2012. Facilitated by TIS, over 40 participants from Somaliland attended, including private sector and government representatives and civil society members.

All participants were led through four days of debate to discuss the current situation in Somaliland, its key actors and drivers for change. They also mapped potential future scenarios. The scenarios, timelines and ideas generated at the workshop will pave the way for USAID Somalia’s strategic program

development in the region.

*Promoting strategic communication as a tool for conflict mitigation and reconciliation*

Dialogue through interactive media is critical for building relationships between the government and community, and thus contributing to conflict mitigation. TIS organized a two-day forum to brainstorm strategic ways to communicate messages of stabilization in Somaliland. The dialogue sessions brought together 40 representatives from media houses and government officials across Somaliland, including the Ministry of Information, Interior, and Finance. The Anti-Corruption Commission, Universal TV, IRIN and Isha Somaliland magazine were also in attendance.

**“This forum has been instrumental in understanding how we can all work together and move forward.”**

Mukhtar Ahmed, from the Ministry of Information in Somaliland comments on the TIS-DAI communication forum.



“I had never really imagined, or thought about where Somaliland was going. It has opened my eyes to the possibilities.”

Hayat Mohamed, a young female journalist from Sanaag attended a TIS stabilization workshop in Somaliland.

# Puntland

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## *Community consultations*

TIS facilitated community consultative meetings in Garaad, Banderbayla, Eyl and Hafuun. The consultations provided a space for communities to verify, accept or challenge grants and budgets prioritized during a planning session in Djibouti, December 2011. Planning sessions ensure communities, government and the private sector are fully engaged with their grants and the TIS process.

TIS held a two-day consultation session in Jariban and Garacad. The consultative sessions gave the community a chance to critique the priorities identified by their representatives in Djibouti. The meeting was attended by over 50 members including women, elders, government authorities and Djibouti meeting participants. During the consultation, the community decided against the purchase of fishing boats and fishing equipment which had been identified during the Djibouti planning session, and instead opted for awareness raising on anti-piracy and the construction of a road.

During a similar consultation in Eyl, participants unanimously verified and endorsed four grants from the Djibouti meeting. Community members underlined the importance of road construction; whereas the district has plenty of economic opportunities to offer such as fishing, agriculture and livestock, there is inadequate road infrastructure to facilitate trade.

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 in Jariiban the local government contributed \$2,000 for a private consultant surveyor. This shows active participation from Government and highlights their desire to improve services for the Somali people.

**“There is all this piracy in Garacad, but no development. Piracy is damaging. It corrupts the community.”**

Participants during a TIS-DAI workshop discuss piracy in Puntland.



**“It is rare for someone to come here and assist us. We must support the TIS initiative.”**

The Governor of Gaalkayo arrives to a procession of women singing and playing music with the TIS team.

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

## Somaliland

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*Supporting infrastructure development to promote peace and facilitate stabilization*

This quarter, TIS continued institutional strengthening, collaboration and engagement of six national ministries and six regional administrations in Somaliland to improve government service delivery. The TIS-DAI team is working closely with each ministry and regional administration to implement prioritized activities identified in Djibouti, May 2011.

*A space for unity*

The rehabilitation of Erigavo's football stadium began after a successful bidding process and is due for completion in June, 2012. The stadium will provide a neutral space for unity and socialization.

## Gedo & Lower Juba

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Construction began in El Wak for a maternity ward and community social hall. The maternity ward will empower women in the community, who previously did not have direct access to maternal child health care facilities. The hall will also promote community dialogue to resolve conflict-related issues.

Both grants are expected to benefit over 9,000 people and will promote harmonious relations between the local government and community.

### IN FOCUS

*"Job creation helps keep Baligubadle peaceful," says the town's Mayor.*

Construction work to rehabilitate a local market in Baligubadle is underway and due for completion in April, 2012.

Located on the Somali/Ethiopian border, trade is the town's main source of livelihood. Ethiopian traders flood into Baligubadle 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.

"The new market will help us protect our products. I have to sell my meat in the sun and it goes off quickly so I lose money. We have been complaining to the Government for a long time. They have not been accountable, but now they are," says Xaali, a local meat seller.

The market will also give the Government a consistent income. "Each vendor will pay a small tax, which is cheaper than the rent they pay now. This will help us support the community with more services," says the Mayor.

Job creation is also benefiting the community with the employment of a local workforce: "I now have an income to support my family. Everyone benefits, everyone is happy," says one laborer. Over 1,000 people are expected to benefit from the new market.



*A woman sits in a rented cardboard hut selling spices. She smiles at the prospect of the new market.*

## Somaliland

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TIS recognizes consensus building is a key element in mitigating conflict and ensuring widespread support for new initiatives.

TIS adopts a community contracting process to ensure the community take ownership over their own peace dividend activities. The community contracting process ensures transparency and accountability in procurement and pro-actively avoids conflicts over tendering decisions.

*TIS supported the National Tender Board to facilitate community contracting processes in Somaliland*

TIS-DAI facilitated 14 community contracting processes. The sessions, led by the National Tender Board in Hargeisa, held transparent bid openings and brought together members of the community, civil society and TIS representatives to ensure a fair bidding process for each grant. Scoring for each company, based on experience, technical capacity and budget, was shared with all bidders.

In Erigavo, the bidding committee sat for more than eight hours to award a tender for the construction of the Erigavo Regional Office and the rehabilitation of a football stadium. A total of 26 bidders expressed an interest in the tender.

### IN FOCUS

Two owners from two different construction companies both competing for the same contract embrace after a bid opening in Hargeisa.

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,” says Ahmed from Homestar Construction.



**“The TIS bidding process is transparent. There is no space for corruption. That is why I can stand here today with my competitor and best friend.”**

Ahmed from Homestar  
Constriction embraces his best friend -  
and competitor - after a TIS-DAI bid.

# Gedo & Lower Juba

*A positive behavior shift towards transparent and fair bidding*

In Dhobley, the bidding committee conducted two bidding processes for the construction of a meeting hall and three classrooms in Dhobley. However, everyone on the bid committee, excluding TIS-DAI staff, refused the bidder who scored the highest points and instead recommended another bidder who came third. The bid committee members were coerced into awarding the tender to the third bidder even before the bidding commenced.

TIS-DAI intervened with the assistance of USAID and the Somali Ceweru and reiterated the principles of fairness and neutrality each bid committee had agreed upon. The bid committee later accepted to award the contract to the highest bidder and admitted that the Dhobley administration had forcefully influenced their decision.

In the next bid meeting, the bid committee accepted the contractor who won on the highest number of points, highlighting a positive behavior shift towards transparent and fair bidding.

## IN FOCUS

*“The social hall and the maternity ward belong to us - the community - and we will ensure the contractor produces a construction that is long-lasting and of quality,” says Maka, an El Wak Peace Committee member.*

Construction has begun for a maternity ward and community social hall in El Wak, on the Kenyan/Somali border.

The El Wak District Commissioner, his deputy and the El Wak Peace Committee were all in attendance to watch the construction commence. The District Commissioner commented: “This is what the community wanted. The project was identified and developed by our local administration, in partnership with civil society and private sector stakeholders, through a consensus building process facilitated by the USAID TIS program in August, 2011. It is a project that will benefit all those who live here, so everyone is proud and excited to witness the ground breaking of the social hall and the maternity ward.”

The maternity ward will be apart of the El Wak district hospital and will include a delivery room, recovery room, a doctors and nurse section, lobby and washrooms.

**The District Commissioner breaks ground in El Wak.**





**“This is what the community wanted. Everyone is proud and excited to witness the construction of the social hall and the maternity ward.”**

The District Commissioner  
breaks ground in El Wak

# DIASPORA OUTREACH

The diaspora play an important role in Somalia and are frequently seeking more information on how to participate in current activities and programs.

Stabilization and community ownership processes are also misunderstood. TIS aims to reach out to the diaspora and offer opportunities for active involvement.

A workshop held in Hargesia on the future scenarios of Somaliland in 10 to 20 years highlighted interesting dynamics between locals and the diaspora.

The Somali diaspora were seen to have both a positive and negative contribution in Somalia. Remittances were perceived to drive economy recovery, but at the same time, seen as a deterrent for economic independence.

The diaspora were also mentioned in relation to unemployment and corruption. Locals felt that they could not compete with returning Somalis who returned with more qualifications.

TIS is creating a website to engage the diaspora in TIS activities and objectives. TIS initiated an online survey to the diaspora. 51 people responded.

## IN FOCUS: TIS SURVEY

1) The majority of people (59.5%) were aware of TIS

2) Some people's understanding of TIS is skewed. Some thought it was a humanitarian programme, some a developmental organization

3) For those aware of TIS, general consensus is that it is an excellent program

### ON SUPPORTING SOMALIA

4) Organizations or activities supported in Somalia are completely varied; ranging from health care, to governance to education

5) The majority of people (64.7%) support awareness-raising outside Somalia. Although 47.1% said they volunteer inside Somalia

### MEDIA CONSUMPTION

6) 100% of respondents seek information on stabilization in Somalia

7) 62.5% get this information through specific websites and 53.1% through Facebook

### INFO ON TIS

8) The majority of people (60.5%) want more information specifically on TIS beneficiaries

9) The majority of people want to access information on TIS through a website (64.3%) and conferences (67.9%)

10) 80% would like to see an online live debating forum on stabilization initiatives in Somalia on the TIS website.

# OPERATIONS



Ahmed Nur heads up a fully operational TIS-DAI Garowe office.

## Puntland

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- A new TIS-DAI Puntland office in Garowe has been fully operational since January 15, 2012. In conjunction with the Ministry of Labour TIS-DAI recruited one Senior Project Advisor, two Project Advisors, two engineers, one Finance Officer, one Human Resource Officer, two Procurement Officers and three other support staff. All staff are from Puntland, and as much as possible, a staff clan balance instils diversity.

## Somalia wide

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- A Diaspora Liaison Adviser and Communications Specialist were hired to work across TIS with USAID, IOM & DAI.

## Gedo & Lower Juba

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- Two staff were recruited to set-up a TIS-DAI office in Dolo. A vehicle was procured for Dolo operations.

# CHALLENGES, OPPORTUNITIES & LESSONS LEARNT

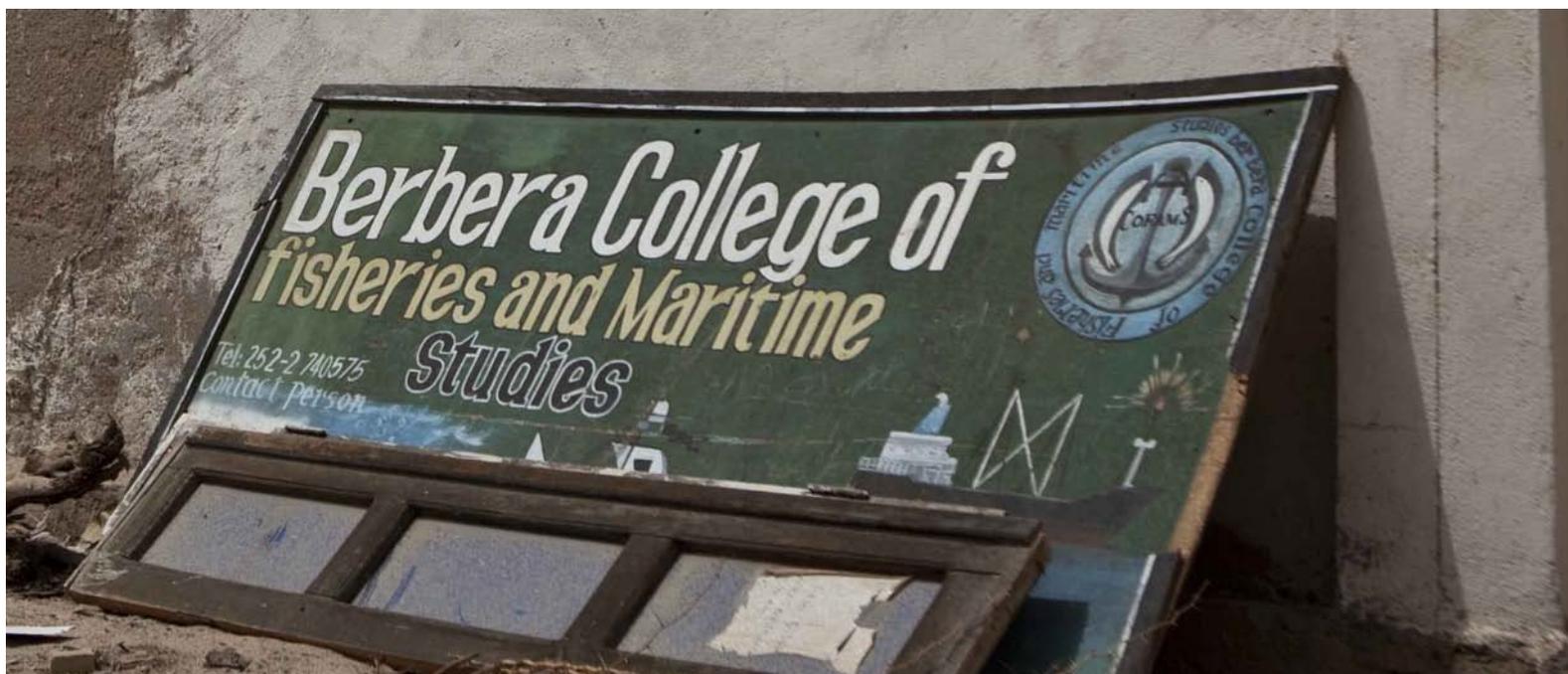
## *Challenges:*

- **Securing US visas** for all 11 Somali women selected for the *Women's Leadership Academic Cohort* program at Eastern Mennonite University was a challenge. Seven women could not obtain visas, and missed out on the opportunity to be sponsored;
- **Five coastal areas in Puntland are not fully controlled by the Puntland Government which impacts security.** TIS' Senior Programme Advisor for Puntland has communicated with the Ministry of Planning, Ministry of Security and Ministry of Interior on the importance of ensuring the safety and security for all TIS staff when they travel.
- **Bid committee meetings take longer than expected,** and can go on for eight hours. This was experienced in Erigavo, Somaliland. The team is still waiting on a decision whether there will be lunch provisions.

## *Opportunities and lessons learnt:*

- **To address security challenges** TIS has learnt that, in certain cases, using the power traditional leaders have with their community can be more effective than the government in ensuring safety and security for staff.

# MOVING FORWARD



## Somaliland

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- **Finish the construction of pending grants and hold community dialogue events**, including the Berbera Marine College and market in Baligubadle.

## Puntland

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- **Hold scenario planning sessions** for Puntland, Gedo, Lower Juba and South Central communities to brainstorm the plausible future of Somalia;
- **Organize a workshop on TIS** for community members and mayors of five districts including Haafun, Bandar Beyla, Eyl, Garaad and Bergaal. The objective is to explain the TIS process and make them understand fully the collaborative framework.

## Gedo & Lower Juba

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- **Handover the construction of several grants**, including the maternity ward in El Wak and three primary school classrooms in Dhobley;
- Set-up an operational TIS-DAI office in Dolo.

## South Central

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Expand TIS operations to include five new locations in South Central Somalia.

# ANNEX: INDICATOR PERFORMANCE TABLE, 2ND QUARTER

DAI	FY2012 Targets			FY2012 Q2 Actuals			FY2012 Q3&4 Targets		
	M	F	T	M	F	T	M	F	T
	1.1 Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation	36000	14000	50000	30	22	52	35900	13980
1.2 Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	105	105	105	20	20	20	95	95	95
1.3 Number of person-hours completed to strengthen government administrative capacity	M	F	T	M	F	T	M	F	T
	144	56	200				130	50	180
1.4 Number of sub-national government entities receiving USG assistance to improve their performance	30	30	30	22	22	22	30	30	30
1.5 Number of peace-building structure established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation process	12	12	12	6	6	6	12	12	12
1.6 Number of USG-assisted consensus-building processes resulting in an agreement	24	24	24	18	18	18	24	24	24
1.7 Number of persons whose livelihood opportunities are improved as a result of USG-funded workforce development programs	M	F	T	M	F	T	M	F	T
	3185	1265	4450	0	0	0	3185	1265	4450



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