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**USAID/Somalia—Transition Initiatives for
Stabilization (TIS)
Quarterly Progress Performance Report
FY 2015, Quarter 1
(October 1 – December 31, 2014)**



Community Dialogue Event
Dif, Lower Juba
October 27, 2014

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FY 2015 Q1 PROGRESS REPORT**

October 1 – December 31, 2014

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The authors’ views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Table of Contents

I. ACRONYMS AND ABBREVIATIONS.....	1
II. TIS EXECUTIVE SUMMARY.....	2
III. KEY ACHIEVEMENTS (QUALITATIVE IMPACT)	7
IV. ACTIVITY PROGRESS (QUANTITATIVE IMPACT)	28
V. PERFORMANCE MONITORING	36
VI. ENVIRONMENTAL MONITORING.....	36
VII. PROGRESS ON LINKS TO OTHER ACTIVITIES.....	39
VIII. PROGRESS ON LINKS TO HOST GOVERNMENT	39
IX. SUSTAINABILITY	40
X. UPCOMING REPORTING PERIOD'S WORK PLAN	40
XI. FINANCIAL INFORMATION.....	42
XII. ACTIVITY ADMINISTRATION.....	57
ANNEX I: SCHEDULE OF FUTURE EVENTS.....	59
ANNEX II: LIST OF DELIVERABLE PRODUCTS	60

I. ACRONYMS AND ABBREVIATIONS

ASWJ	Ahlu Sunna Waljamaaca
CDE	Community Dialogue Event
COR	Contracting Officer's Representative
FGoS	Federal Government of Somalia
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IED	Improvised Explosive Device
IJA	Interim Jubba Administration
MoICC	Ministry of Information, Communications, and Culture
Mol	Ministry of Interior
MoLYS	Ministry of Labor, Youth, and Sports
SSF	Somalia Stability Fund
TIS	Transition Initiatives for Stabilization
USAID	United States Agency for International Development
WFP	World Food Programme

II. TIS EXECUTIVE SUMMARY

SITUATION ANALYSIS

Federal Government of Somalia

On December 6, 2014, the Federal Government of Somalia (FGoS) Parliament voted to impeach Prime Minister Abdiweli Sheikh Ahmed and his cabinet following months of political wrangles between the President and Prime Minister. The Prime Minister accepted the verdict however, he said that he had been diligent in executing his mandate and cautioned that meaningful progress hinges on eradicating the prevalent culture of impunity, corruption, and upholding the law. In a quick rejoinder, the International Community—with the United States and United Nations, among others—warned that political infighting in Somalia could reverse the relative security gains made recently. Nicholas Kay, the U.N. representative to Somalia, said that the country needs a "unity of political purpose" between its institutions and leaders "and a significant period of stability." He said leaders need to prevent such political crises and instability in the future. Such squabbles are not new in Somalia especially between the President and Prime Minister; and the Prime Minister usually loses. Since 2000, war torn Somalia has had four Presidents and 11 Prime Ministers. The country is also threatened by an intensifying Al-Shabbab assault in the capital. Nevertheless, there is cautious optimism over the appointment of Omar Abdirashid Ali-Sharmarke as the new Prime Minister.

Jubbaland

Frosty relations also seem to be easing between erstwhile political rivals—President Hassan Sheikh and the President of the Interim Jubba Administration, Ahmed Mohamed Islam Madobe. The Jubbaland region comprises the Lower Jubba, Middle Jubba, and Gedo regions that lie along the Kenya and Ethiopia borders, home to many diverse clans. Civil war pitted these clans against each other, leaving a trail of destruction in its wake. This unresolved historical differences is hampering the prospect of establishing a stable administration amid growing threats from Al-Shabaab. In October 2014, two parallel reconciliation conferences were held—one in Kismayo and the other in Garbahaarey. The process ended in disarray. Later, on December 30, 2014, President Madobe and South West State President Sharif Hassan Sheikh Adan met in Kismayo to sign a four-point Memorandum of Understanding on federalization, the relationship with Mogadishu, border demarcation, and security.

Puntland

Meanwhile, in Puntland, the President of the semi-autonomous state, Abdiweli Mohamed Ali, announced on December 28 that he will appoint Electoral Commission members in January 2015, in consultation with Puntland Parliament. The statement comes after the Members of Parliament in Puntland passed the first-ever Electoral Commission Bill by an overwhelming majority in early December. Since its formation in 1998, Puntland has never had a civilian election due to fears of conflict and the lack of resources to carry out public awareness. This is a step in the right direction but, optimism remains cautious. Puntland's Ministry of Security also introduced new visa requirements for business and tourism. Director General of the Ministry, Abdi Khadar Muse, announced on November 19, 2014 that non-residents coming to Puntland will be asked the purpose of their visit and the organizations they work

for. He added that visitors will be required to apply for a visa at least 10 days prior to their date of travel. This new regulation contravenes the Provisional Constitution and the national immigration policies in Mogadishu which do not require visitors to apply for a visa. This announcement is likely to widen the rift with Mogadishu.

Somaliland

On December 21, 2014, the FGoS President, Hassan Sheikh, and President of Somaliland, Ahmed Mohamed Mohamud Silanyo, revived talks in Djibouti. The two sides agreed to a second-round of talks on January 15 and 16 and to tackle prolonged political differences, humanitarian aid, and implementation of the previously agreed-on airspace management. Reviving the dialogue is a step in the right direction and an opportunity for both to engage in an honest conversation. However, the two leaders have to balance growing domestic challenges with the desire to find a lasting solution. While President Silanyo is seeking another term in office in the June 2015 election, the contest has attracted serious contenders from the opposition who could potentially unseat the incumbent. The election also comes in the wake of growing dissolution and dissent among the clans in the northwestern region—recently, the Awdal Region declared its loyalty to the FGoS and is threatening to secede from Somaliland.

Central State Formation Process

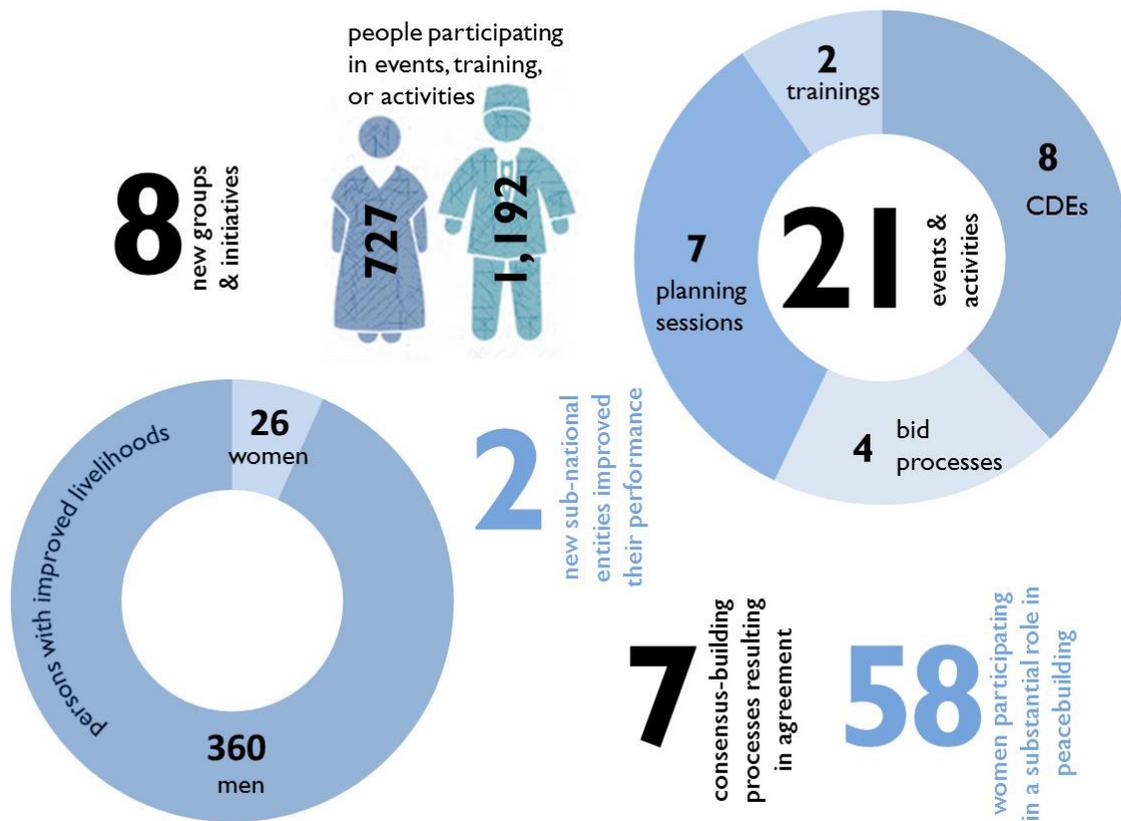
The Federal Government endorsed the process of forming a Central State that will comprise of Galgaduud and part of Mudug Region. However, there have been no substantial efforts to move the process forward. In the last quarter, clans wrangled over the structure of the state and power sharing deals. The delegates finally agreed on some issues, but major hurdles still lie ahead. The proposed Central State is envisaged to bring together a mosaic of clans separated by boundaries and whose relations are characterized by deep mistrust, grudges, and suspicions caused by the protracted civil war and its aftermath. The Mudug conundrum—whether to divide the state or keep it united—also poses a dangerous precedent and is being closely watched by Hiiran, South West State, Khatumo State, and other states who have similar problems and favor division. The upcoming race for the Central State Presidency has so far attracted four candidates, with the number expected to increase.

OVERALL ACHIEVEMENTS

By the end of December 2014, TIS had 304 grants in implementation worth \$25,553,510. Of these, 182 grants worth \$11,906,764 were completed and or closed; 86 grants worth \$9,763,642 are in implementation; and 36 grants worth \$3,883,104 are in the Design Phase, pending USAID approval. TIS grants are expected to contribute to the project's two main outcomes—(1) improved public trust and confidence in the government and (2) increased social cohesion.

The map on page 5 depicts an overview of the progress of TIS projects covering the period from October 1 through December 31, 2014.

TIS – QUARTERLY IMPACT SNAPSHOT



TIS PLANS FOR THE NEXT QUARTER

TIS plans for the next quarter—January 1, 2015 through March 31, 2015—are detailed in Section X, beginning on page 40. They include:

- Two District Assessments in the newly recovered areas of Mateban and possibly Galgala;
- Seven Community Dialogue Events (CDEs);
- Twenty-one construction or rehabilitation projects;
- Twelve procurements of goods and/or equipment;
- Three training sessions;
- Two stabilization planning sessions in Gaarbaharey and Mateban;
- One civic dialogue event; and
- Four capacity building activities.

GRAPHIC I: TIS ACTIVITY SNAPSHOT

USAID TIS- DAI Activities Across Somalia
Overview: March 2011 - December 2014

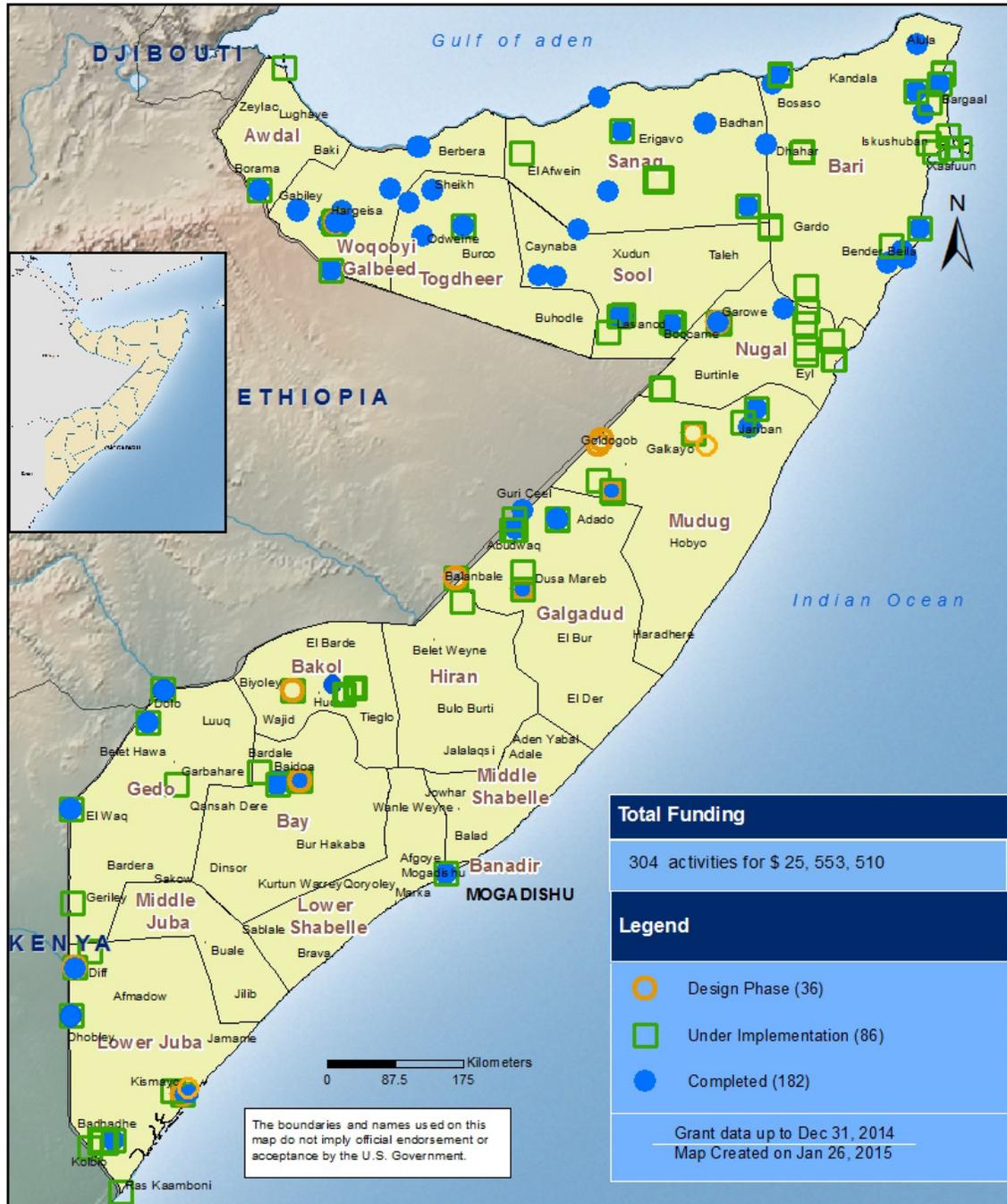


TABLE I: QUARTERLY INDICATOR SNAPSHOT

Indicators	FY2015 Targets		QI Actuals		Total	% Achieved	Comments
	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	150,000	100,000	1,137	711	1,919	0.7%	
1.2 Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	50		20		20	40%	
1.3 Number of sub-national government entities receiving USG assistance to improve their performance	20		2		2	10%	
1.4 Number of USG-assisted consensus-building processes resulting in an agreement	5		7		7	140%	
1.5 Number of new groups or initiatives created through USG funding, dedicated to resolving the conflict or the drivers of the conflict	20*		8		8	40%	*This target is pending approval by USAID
1.6 Number of persons whose livelihood opportunities are improved as a result of USG-funded workforce development programs	1150	350	360	26	386	26%	
GNDR2 - Proportion of female participants in USG assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	23/100		-		-	-	
GNDR- Number of local women participating in a substantive role or position in a peace-building process supported with USG assistance.	35		59		59	169%	

III. KEY ACHIEVEMENTS (QUALITATIVE IMPACT)

A. INCREASE CONFIDENCE IN ALL LEVELS OF GOVERNMENT THROUGH THE DELIVERY OF TARGETED, STRATEGIC INTERVENTIONS THAT IMPROVE SERVICE DELIVERY

Among the greatest obstacles to stability in Somalia are the lack of access to basic public services, weak government institutions, mistrust between different social groups with a history of conflict, and low levels of public confidence in governance. In order for government administrations to overcome these obstacles, they must prove that they are capable of delivering services and performing essential functions. By improving their performance and building consensus with citizens, local and national governments will demonstrate improved governance.

A.1. IMPROVED PERFORMANCE OF LOCAL GOVERNMENT

The collapse of the central government after the civil war resulted in the destruction of the economy and public infrastructure, displacement of populations, and instability throughout the country. Most of all, it reduced public confidence in government institutions, leading to the current trust deficit. To transform this perception, TIS supports local administrations to improve their engagement with citizens and delivery of public services through the construction of government facilities, targeted capacity building, improved transportation infrastructure, and new equipment. TIS designs all activities to build citizens' confidence in Somali government institutions at the local, regional, and central level.

A.1.1. Government Administration Infrastructure and Equipment

This quarter, TIS rehabilitation and construction projects included infrastructure that will help the government better reach and serve their constituents, such as administration blocks, meeting halls, roads, schools, and other public facilities. We also procured furniture and equipment—including IT equipment, GIS software, and vehicles—and other goods that are critical to making government facilities functional. These activities give government staff a formal space where they can conduct their daily business, and offer community members a space where they can seek government services or engage directly with their government in addressing critical community issues. In many cases, these structures also offer a safe space for citizens to engage with the government in civic dialogue or peacebuilding forums to address and resolve local conflicts. TIS activities were carried out in Somaliland, Puntland, Jubbaland, and Galgaduud. Two successful examples are the construction of administration centers in Dhusamareeb and Abudwaaq—these are described in detail below.

Administration Center in Dhusamareeb

Following the fall of Siyad Barre's Government in 1991, Dhusamareeb—the Headquarters of Galgaduud Region—felt the impact of a failed state at both the regional and district level. Citizens of Dhusamareeb fell victim to the fighting between the ASWJ and al Shabaab. After Al-Shabaab was ousted and the ASWJ took control, the new authorities opened negotiations and reconciliation talks with the FGoS, resulting in the nomination of a regional Governor and District administrators. Because numerous infrastructure facilities had been destroyed—including district centers, village wards, and the cultural theatre—there was an absence of neutral venues where community dialogue could take place. TIS held consultation meetings with the new Dhusamareeb administration and citizens in August 2013. A representative group of community, private sector, and local government representatives



Newly constructed Dhusamareeb Administration Block

prioritized the construction of a fully-equipped administration block as a requirement to restore stability to the area. The TIS team visited the administration center this quarter to measure the impact and found that the facilities are now routinely used to host a series of community, district, and regional level government-citizen consultations around the Central Regional State formation process, and routine conflict mitigation and peacebuilding forums. The

Head of Social Affairs for the Dhusamareeb District Administration, Abdullahi Abdinuur, said “The new administration block enabled the district administration and four sections of Dhusamareeb to come together to work for the betterment of the district by planning and addressing the issues that affect our lives.” As the Regional Headquarters, Dhusamareeb administration plays a significant role in coordinating security and development both within the district and across the wider Galgaduud Region. Equipping them with a professional administration facility has already increased public confidence in the government’s ability to support Somalia’s stabilization and development goals. The newly-constructed administration block has also enabled the Dhusamareeb District Administration to enhance its service delivery capacity and provide a safe space for healthy dialogue between the community and administration.

Administration Center in Abudwaaq

At a planning session in 2013, the community of Abudwaaq had prioritized the construction of an Administration Center to improve coordination and collaboration in the district. Before this, the local administration had been working from a small, rented building—consisting of only three rooms—which hindered their ability to manage affairs in the district. This contributed to citizens having little trust in the administration’s ability to mitigate conflict and provide basic social service in the town. The USAID-funded construction of offices and a social hall was finished in August 2014 but, by this reporting period, the new Administration Center has become a hub of community activity. Abdirizak Ali, the Deputy District Commissioner of Abudwaaq, said “We have worked many years in a small building; there was not enough space for us, let alone the people we serve. Now that we have this space, the community has more confidence in the administration [and...] we are very proud of this achievement.” Ms. Halima Aden, a local resident, stated “I now believe in the ability of our local administration to provide service to us, [especially when] compared to before since now they have an official place where I can seek their help”.



Deputy District Commissioner, Mr. Abdirizak Ali, in his new office

A.1.2. Performance Improvement Training for Government Officials

TIS and the local administration staff recognize that facilities alone are not enough to connect citizens with their government. Administration staff require capacity building in order to provide services and interact with community members effectively. To complement investments in infrastructure, TIS also provides training to government staff. In this reporting period, TIS conducted training for government staff in Kismayo to improve their performance with communications and media. This activity is described in more detail below.

Media and Communications Training in Kismayo

Despite progress in Kismayo, there is a trust deficit between the government and citizens from various clans. The community is now looking to the Mayor—as the representative of the nascent Interim Jubba Administration (IJA)—to rebuild the city, deliver public services, promote social cohesion, and bring stability to Kismayo. To support these efforts, TIS delivered a two-day training on



The communications and outreach workshop in Kismayo

media outreach and communications on November 26 and 27, 2014. Twenty five IJA officials learned skills in effective outreach and strategic communication with constituents and engagement with the media. These skills will help the Mayor's office improve its public messaging to better connect with citizens. It will also increase transparency and access to information, leading to an increase in public confidence in the administration. One participant, Ms. Habiba Abdullahi, said: “I have learned from the two-day session [...] the type of communications that we must use to share information, and how we can best communicate about our services.” Following the training, participants pledged to improve their engagement and outreach to citizens about the services that the local government offers.

A.1.3. Improved Public Education Services

Citizens often regard facilities such as schools, health centers, and markets, and basic services such as sanitation and waste management as benchmarks for how well the government responds to citizens' needs. If these services are delivered efficiently and effectively, they can go a long way toward improving public trust in local administrations. This quarter's activities reached communities in Puntland, Somaliland, and South Central Somalia. Among the most successful projects that improved service delivery were school construction projects in Abudwaq and Huurshe. These examples are illustrated in the subsequent sections.

Shire Jama Primary and Secondary School in Abudwaq

After the overthrow of Al-Shabaab, there has been a dramatic increase in the population due to both rural-urban and urban-rural migration in Abudwaq, which has placed a strain on access to the few basic services available in the district. Prior to TIS support, the Abudwaq Shire Jama Primary and Secondary School had an estimated 1,028 pupils and 9 classrooms—

approximately 115 pupils per classroom. Through a construction grant, TIS supported the community and local administration's decision to expand the existing school by constructing new classrooms, toilets, and procuring furniture. The ribbon-cutting ceremony for the school was held in November 2014. Rahmo Hassan, a student at the



The new classrooms at Shire Jama Primary and Secondary School

said, "I like the new classrooms because they are big with a lot of air [ventilation] compared to our previous classrooms. The new seats make studying comfortable and we sit in pairs instead of three students in one chair." Sheikh Mohamed Abdullahi, a parent and Vice Chairperson of the Shire Jama School Parent Committee, said, "The new classrooms have really increased parents' confidence in the education provided at the school. The parents are happy with the development of the school." The Headmaster, Jaabir Sheikh, added that the increased capacity has allowed for the intake of new students: "We have registered 150 [new] students and registration is still ongoing; this is because of more classrooms in the school. [...] I thank Abudwaq District Administration and Abudwaq community for this fruitful investment in our school."



Student Rahmo Hasson

Sheikh Yusuf Primary and Secondary School in Huurshe

In April 2013, the local community in Huurshe District identified the need for additional classrooms to provide youth increased access to quality education to counter the influence of violent extremism. Apart from Islamic education, Huurshe offered few options, and at the Sheikh Yusuf Primary and Secondary School, conditions were poor. Classrooms were overcrowded, and the cramped spaces, poor ventilation, and lack of furniture that offered little incentive for young people to attend school. Headmaster Abdullahi Moalim recalls the conditions before TIS supported the local administration to build and furnish classrooms. "Students used to sit on homemade carpets," he said. During this reporting period, the impact of TIS' support was evidenced by the 80 new students who could now attend classes. A father of three children in the school, Hussein Ali, spoke about the increased access to



A view of the Sheikh Yusuf Primary and Secondary School

education that the new school offers: "The newly-constructed classrooms have improved enrollment of the school. We have seen people from surrounding villages move to the town in order to get education for their children." The more modern designs for larger classroom space and improved

ventilation also improved the morale of the students, according to the headmaster. Moreover, the local administration's role in improving education services also built trust among parents and educators. "We thank the local administration for supporting the education sector," the headmaster said. Hussein Ali, a parent, added, "We are very happy that the local administration constructed the extra classrooms for us and we appreciate their continued support to the school."



Pupils at the Sheikh Yusuf school in Huurshe

Waste Management in Erigavo

Due to poor waste management services—underscored by a lack of facilities for trash collection and no options for transportation to dump sites, solid waste would pile on the streets of Erigavo. Many locals feared that this was contributing to disease transmission and environmental degradation. The municipality was keen to assist with proper collection and disposal, but had no waste collection trucks. To support the municipality to achieve its service delivery goals, in 2013, TIS procured one garbage truck and six Bridgestone Tires for the Erigavo Municipality. On November 10, 2014, TIS visited the Erigavo municipality to determine if the administration had improved their performance in waste management services after receiving the vehicle—and, indeed, the truck had benefitted the municipality. The Executive Secretary of Erigavo, Sigid Omar Cabi, noted that the vehicle being used as intended to collect trash, and furthermore, "this vehicle has increased the sanitation of Erigavo with rubbish and garbage bags collected frequently. TIS has given the local government the opportunity to provide essential services to the community of Erigavo." A female community member confirmed the improved performance, noting: "It's good to see



Employees of Erigavo Municipality load the refuse into the USAID donated truck

our local government taking charge of sanitation in Erigavo. I always see this vehicle working around the city." In providing the waste collection truck, TIS not only contributed to the overall sanitation of Erigavo, but also increased the community's confidence in government by helping the local administration manage Erigavo's waste.

A.1.4 Construction and Rehabilitation of Transportation Infrastructure

TIS investments in transportation infrastructure this Quarter have ranged from roads to airstrips. These activities are designed to contribute to increase public trust and confidence

in local government by improving public transportation services, community's accessibility to other districts and regions—while also making access both safe and easy. Newly-paved roads provide better public transportation, while the rehabilitation of airstrips allows flights to come in, opening up communities to new areas that were previously difficult to reach. TIS infrastructure projects were carried out in Somaliland, Puntland, and South Central Somalia, including the rehabilitation of roads in Hargeisa and Bossaso, and an airstrip in Dhusamareeb. These projects are described in the narrative that follows.

Hargeisa's Xero Awr Road

In Hargeisa's Xero Awr community in the Kood Buur district, transportation services have been declining steadily due to limited investment in aging road networks. The lack of investment has led to congestion and road accidents, which negatively affected the economic development of the area. The community finally decided to take action and began an initiative to pave a portion of road stretching between Xero Awr and Road 150. However, the funding they raised was only enough to cover the cost of clearing the road. In 2012, TIS partnered with the Hargeisa Municipality to construct the 775 meter gravel road. Nevertheless, the community initiative did not stop there. After the gravel road was completed, the Xero Awr community raised funds to tarmac the road. Mahamud Mahamed Qalib, an elder from the area who led the collection of funds, explained how there was a real sense of community effort and ownership: "The Xero Awr community contributed \$35,000 for the tarmacking of the road. Most of the funds came from the private sector but everyone contributed with collections as little as \$1 to thousands from well-off business owners. [In addition], our local government helped us by contributing 32 loads of gravel for the road and they lent shovel wheel loaders to use for tarmacking." This reporting period, the benefits of the road are clear—the project has improved travel and also increased citizens' perception of the government. Aisha Hajji, a resident of Xera Awr, said: "The road has not only created and boosted business along it but it has made it possible for us to be easily connected to the wider municipality. I appreciate the municipality for their effort in making this project possible." The construction of the road increased public confidence in the Hargeisa Municipality and created a linkage for the communities to access the neighboring districts.



Newly-paved Xero Awr Road

Bossaso Road in Puntland

Since 2011, citizens of Bossaso—Puntland's largest city—have suffered Al-Shabaab attacks in the form of car bombs and improvised explosive devices (IEDs) planted along the sandy roads. Hoping to eliminate IEDs hiding places, the administration demolished vendors' stalls along the road, displacing traders and escalating the mistrust between government and business owners. In August 2013, through a community planning session, citizens prioritized the rehabilitation of a particularly congested two-kilometer stretch of road in downtown Bossaso, citing the IEDs and road deaths as drivers of conflict. The tarmac road would

provide a firm surface and diminish extremists' ability to plant IEDs. The rehabilitated road would enhance security, stimulate trade, and improve transportation, while also allowing the previously displaced vendors to re-establish their shops along the road. Through TIS support, the administration in Bossaso completed the first phase of the road tarmacking in December 2014. Petrol station owner, Mohamud, explains how the new road has benefitted the community: "the road was very



Mohamud, Petrol Station owner on TIS supported road

insecure [but...] the situation is better now. Even though the road is not yet complete, I have more customers than ever. Now, we have space and I hope no more accidents." Similarly, Bossaso's Mayor, Hassan Abdallah Hassan, says the road will "improve businesses, create opportunities for entrepreneurs, and enable an environment free of explosive devices that terrorist's plant along the road." New micro-businesses are also cropping up. When Farhaan learned of project, he opened a small dry goods shop along the road. "People can easily have access to goods and services were there is a tarmac road... I have many customers now, and I'm sure when this road is completed I will have more," he said.

Airstrip in Dhusamareeb

On April 2013, the residents of Dhusamareeb identified the need for an airstrip to connect the district by air to other areas of Galgaduud as well as other parts of Somalia. The lack of a permanent airstrip that could be used by Dhusamareeb community members and regional administrators jeopardized the effectiveness of the Galgaduud Regional Administration. Local residents and government staff had to drive to other districts that had functioning airstrips in order to fly to Mogadishu and other areas. Yusuf Elmi, a resident of Dhusamareeb, said that this way of travelling to Mogadishu before the construction of the airstrip "was an expensive and risky trip because we could be ambushed by either Al-Shabaab or clan militia on a revenge mission." The airstrip was completed in September



FGoS Deputy Minister for Foreign Affairs arrives at Dhusamareeb airstrip from Mogadishu

2014 and started being actively used by residents this quarter. Now, local resident Elmi happily notes: "we have twice weekly flights from Mogadishu to Dhusamareeb." Another resident, Sheikh Abukar Ali, is elderly and suffers from illnesses, but he has seen great benefit from the airstrip as it has eased his travel to Mogadishu for medical checkups and treatment. He notes that he is "very happy that the local district administration considered the construction of the airstrip a priority for its people." The airstrip has made Dhusamareeb accessible and

increased public trust and confidence in the ability of the local administration to deliver services.

A.2. CONSENSUS-BUILDING RESULTING IN AGREEMENT

The TIS project's consensus-building sessions bring together members of different clans and sectors of society—including government, youth, women, elders, religious leaders, and business leaders—to set aside differences and reach agreement on priorities and projects that will benefit the entire community. The TIS process provides a platform for inclusion, respect, and voicing opinions that ultimately strengthens trust among citizens that may have had little tolerance for one another before the first meeting. The resulting agreements based on community consensus, help to increase public trust and confidence and government. Moreover, as a result of these processes, local administrations are able to strengthen their capacity to improve governance.

A.2.1. Stabilization Planning Sessions

TIS stabilization planning sessions serve as the point of departure for a longer process of coordination and consensus, followed by community-monitored implementation of TIS projects. The planning sessions are critical because this is the point at which the community and government come together to articulate the drivers of conflict and instability in their area, and come up with solutions on addressing the root causes of instability through tangible projects that the TIS program could support. In the first quarter of FY 2015 we facilitated nine planning sessions in South Central Somalia and Puntland. Two of the most fruitful sessions were held in Galdogob and Kismayo, which are explained in further detail.

Stabilization Planning Session in Galdogob

On November 18 and 19, 2014, the TIS team conducted a District Assessment to identify the social and development challenges faced by the community in Galdogob, Puntland. Following that, we facilitated a Stabilization Planning Session that began on December 30, 2014. The Planning Session was attended by officials from the Puntland Regional Government, including the State Minister for Interior – Sayid Ali Burale, Deputy Governor for Mudug Region – Ahmed Muse, and a Member of Parliament of Puntland Regional Government – Abdirizak Yassin Abdille. In addition, there were 35 community participants that represented women, youth, and the private sector. After an engaging three-day planning session that covered conflict analysis, resource mapping, discussion on the drivers of instability, and assessment of factors limiting women's equal participation in economic development, the Galdogob participants prioritized stabilization activities worth \$400,000 designed to mitigate conflict, enhance social cohesion, and improve governance in this strategic town along the Ethiopia-Somalia border. The District Commissioner and Mayor of Galdogob, Hassan Farah Mohamed, said during the opening session: “This is a good opportunity for [you to serve] as the representatives of the larger population. It's my best hope that you will put aside all of your individual interest and think of the larger interests of the district so that we can bring peace, stability and cohesion to the population of Galdogob.”

Mini-Planning Session in Kismayo

On November 27, 2014, TIS held a one-day consultative workshop in Kismayo with the Interim Jubba Administration (IJA) leaders and community representatives, including women, youth, teachers, media, NGOs, private sector, minority groups, and religious and traditional leaders. The event was aimed to inform, plan, identify, and budget programs to be implemented in Kismayo. It was attended by 50 participants, of which there were ten IJA officials including the Vice-President, Abdulkadir Mohamud Lughadere. He said, “We are happy that the local administration and other stakeholders are engaging the local community

in planning and making decisions on projects that are beneficial to all of us, and not deciding on their own in their offices. The process is very engaging and transparent—even women and people with disabilities are involved in decision making for the people of Kismayo—and we are very happy about this development.” When the workshop ended, the participants had identified five key projects to pursue: (1) Investing in livelihoods opportunities for the Kismayo Women’s Caucus; (2) capacity building for local journalists; (3) strengthening the capacity of Peace Committees to mitigate conflict; (4) youth initiatives to promote peace; and (5) backpacks with supplies for school children.



The Vice-President for Interim Jubba Administration (IJA) addresses the participants during the opening ceremony

A.3. CROSS-CUTTING ACTIVITIES

Many Somalis consider women the backbone of society. TIS recognizes that the role of women in mitigating conflict, supporting local administrations, and promoting good governance and consensus-building. Similarly, engaging youth in these processes can counter violent extremism and discourage crime, human trafficking and other anti-social behavior.

A.3.1. Supporting Women

TIS strategically promotes the equity of women and girls in all TIS activities that build citizens’ confidence in the government. After all, governments that engage women often increase the trust of important sectors of the community. TIS engages women and girls through equal and equitable participation in planning sessions, consensus-building, project oversight, public services, and infrastructure activities. In the first quarter of FY 2015, TIS reached women through six community events, planning sessions, and consensus-building activities. One example of women’s participation in TIS confidence-building activities is the role of women leaders during the Planning Session in Galdogob, described on the next page.

Planning Session in Galdogob

At the Galdogob Planning Session described in section A.2.1, Khadija Ibrahim gave a presentation on how women could actively participate in good governance and stability. She stressed the importance of a woman’s role in peace building processes, political, and socio-economic development, and encouraged women to voice their opinions during the planning process. Another female participant, Nacimo Omar Ismail, said: “As women of Galdogob, we are happy to be associated with this exercise [...] and we are proud that the local



Khadija Ibrahim presents on gender equity during the Galdogob planning session

administration is engaging women in the decision-making process for the people of Galdogob.” During the planning session, the community prioritized support for a Women’s Center that is currently operated by a local women’s association and serves as a meeting place, and as an adult education and livelihood skills training center.

A.3.2. Youth

Youth are important members of society because they can serve as either a stabilizing or de-stabilizing force, depending on their level of trust and confidence in government. TIS activities engage youth by working with local administrations to offer public services and infrastructure that appeals to young people, such as sports fields and cultural spaces. These activities are exemplified by the role of youth in the consensus-building process that took place in Dif, described here.

Youth Consensus-Building During Planning Session in Dif

Youth in Dif constitute a large segment of the population and represent an important element in maintaining peace and stability in the district and the Kenya-Somalia Border area. With the absence of a formal higher education institution and a high rate of unemployment, youth are primarily engaged in sporting activities to pass their time. When the Dif community gathered for a planning session, youth sporting teams representing different clans organized a soccer match to celebrate the event and asked the planning session participants to consider projects that would benefit youth. Speaking on behalf of the sporting teams, Mohamed Abdi Cato, a youth leader, said: “We are very happy as youth to take part in celebrating the achievements of our district and pledge to be an important pillar in maintaining peace and stability for our district.” He also added, “We request from the Peace Committee, TIS, and the community at large to consider investing in the youth of this district on by creating livelihood opportunities, a football field, and buying football kits for us in future projects.”



Dif youth leader, Mohamed Abdi

B. INCREASE DIALOGUE ON PEACE, RECOVERY, AND DEVELOPMENT IN SOMALIA

Across Somalia, Somaliland, and Puntland, there has been an absence of dialogue and participatory political processes between the citizens of an area and the local administration. To help build trust, TIS supports numerous events, training, and activities—with participants from civil society, government, and private sector, including women and youth—to build support for peace and reconciliation. By improving dialogue and participatory processes, the project is strengthening local and national capacity to promote a culture of transparency and accountability in governance.

B.1. PROMOTING DIALOGUE

Dialogue is a necessary component of the peace and reconciliation process that is led by the community and government. Dialogue also is critical in establishing participatory political processes—where the community and the local administration support good governance, peace, and reconciliation in the area. To increase dialogue, TIS activities support Community

Dialogue Events (CDEs) and peace conferences, and assist in the construction of venues where dialogue around peace and development issues can take place.

B.1.1. Community Dialogue Events (CDEs)

A Community Dialogue Event (CDE) typically occurs when a TIS investment is being handed over to the community. This celebration marks the community’s successful completion of a consensus-based project identified, planned, and monitored jointly by the local government, civil society, and the private sector. Citizens shape these events, and Somali cultural heritage plays a prominent role in the celebration. The event is not the end of the consensus and dialogue, but rather a platform for government and the community to discuss the sustainability of the project and explore further opportunities to collectively forge greater peace, security, and stability. This Quarter, TIS facilitated eight CDEs in Puntland, Somaliland, Gedo, and Lower Jubba to celebrate the hand-over of 12 projects to local communities. One such event, held in Ceel Waaq, is described here.

CDE in Ceel Waaq

On October 30, 2014, more than 450 community representatives, including religious leaders and representatives from women’s groups and youth, attended a ceremony to hand over three projects in the Ceel Waaq District in Gedo Region. The total investment for the three projects was approximately \$200,000 and included an administration block, vocational center, and slaughter slab. The CDE promoted dialogue about what the projects meant for the community and the positive impact on governance. Speaking during the celebration, Ceel Waaq Deputy District Commissioner, Sahal Moalim applauded the initiatives to bring peace and stability to the district, saying: “The administration block is not only serving the intended purpose of good governance and better service delivery, but it has also brought out the liveliness of our town.” Mako Husein Ali, head of the women’s group in Ceel Waaq,

lauded the construction of the vocational center. She noted: “The vocational center is what we have really been waiting for. We will use one part of the building for training and the other part for other activities like meetings and events that will bring women together and come up with strategies on how we will work together with the administration.”



Community dialogue at the Ceel Waaq CDE

B.1.2. Infrastructure

In order to have fruitful dialogue and participatory political processes, community members and local administrations need a physical space to host such meetings. TIS activities therefore support the construction of infrastructure—buildings and other venues, such as

social halls —that can be used by the community. These facilities can host community meetings, social events, arts and culture performances, and can be utilized for women’s and youth events or meetings. This quarter, TIS constructed two social halls, one in Gaalkacyo and one in Dhobley, which are described in further detail below.

Social Hall in Gaalkacyo-Galmudug

Participatory peacebuilding and conflict resolution efforts have been severely challenged in Gaalkacyo, in the Galmudug Region, due to the lack of neutral, community-owned meeting



The newly-constructed Social Hall in Gaalkacyo-Galmudug

venues where the local administration, community peace committees, and Council of Elders could come together to mitigate conflict. Before the social hall, most of the peacebuilding or conflict resolution meetings were conducted in hired private halls or on personal premises. In many instances, the meetings were being rescheduled or postponed because of

scheduling issues or disagreement on the neutrality of a venue. This resulted in mistrust and rising tensions among the community. In May 2014, the TIS stabilization planning session prioritized the construction of a community-owned social hall. Construction was finished in December 2014. Sheikh Muhideen, a religious leader and local elder, said, “I am very impressed and thrilled by newly constructed social hall. This will help improve and ease the work of the local peace committee in promoting peace and stability, at the same time increasing social cohesion.” He added, “The people of Gaalkacyo are very proud of these developments and appreciate the work of the local administration for considering the priorities of the community and respecting their voice.”

Social Hall in Dhobley

The long conflict in Somalia has seen the town of Dhobley suffer immeasurable damage as militias fought for control and destroyed both public and private infrastructure, including schools and health facilities. The Dhobley Peace Committee is a non-profit institution that works with local communities to foster social cohesion. However, a major problem facing community peace makers was the lack of a meeting venue. Most meetings were conducted in open space or under trees which caused inconvenience, resulted in a lack of conflict resolutions mechanisms, and led to rising tensions and re-emerging cycles of conflicts. In October 2014, the Dhobley Social Hall was handed over to the community. Mohamed Ardale, a life-long



Dhobley District Commissioner visiting the newly-constructed Social Hall

Dhobley resident, paid close attention to the project from start to finish. He said: “When I heard that the Peace Committee is building a meeting hall, I assumed it’s just a money-making project. But when the meeting hall was finished and was handed over to us, the people of Dhobley, my hopes changed for the better. From the beginning, the process of community contracting and the whole procurement process, it was unlike any other. I really appreciate the Peace Committee and the administration for this major project in our district.” Similarly, the Dhobley District Commissioner, Hassan Mohamed, who was appointed to office by the IJA in October 2014 expressed his happiness with the project: “Since I have been in the administration, we too have used the meeting hall in partnership with the Peace Committee in solving a lot of issues. It’s not one or two. I cannot possibly stress on the use of the hall. It’s a venue for a lot of things—from solving conflicts to holding events that create peace and trust in our towns. I appreciate USAID’s TIS program and the Peace Committee in for this wonderful investment.”

B.2. CULTURAL ACTIVITIES

Harnessing the full potential of Somalia’s population is one of the keys to achieving peace and stability. Because the many youth in Somalia lack access to quality education and are unemployed, cultural activities such as sports and arts are very important for expression, dialogue, and community engagement. By involving citizens—especially youth—in productive events and activities, the community can bring about an increase in peace and stability.

B.2.1. Sports for Peace

Sporting activities can engage youth to keep them away from negative influences such as criminal activities, piracy, and human trafficking, and reduce the appeal of violent extremism. They also start a dialogue about youth needs within a community. This quarter, TIS constructed one soccer field in Gaalkacyo-Galmudug and witnessed the impact of sports games in Cadaado, described below.

Soccer Field in Gaalkacyo, Galmudug

Facing high youth unemployment and the pull factors of extremist groups, the Gaalkacyo-Galmudug Administration was eager to engage youth in sports initiatives. The community was also supportive of bringing together youth from different locations and social groups to interact at tournaments and sporting matches, eventually leading to dialogue that can help to foster reconciliation. Following a planning session in May 2014, the community and government prioritized the rehabilitation of a soccer field to benefit youth. The stadium was completed in December 2014 and has already hosted cultural celebrations and a soccer league consisting of 10 teams. Maxamed Ali, the captain of the Horseed team said: “We are

excited about the work that was done at the field and many youth from villages across Gaalkacyo have formed their own teams to take part in the sporting competitions.”

Muhideed Barre Cabdi, a spectator, added: “We as youth of Gaalkacyo



Spectators watch a soccer game at the rehabilitated Gaalkacyo-Galmudug Stadium

usually come here every day of the week to watch the beautiful game of soccer and are comfortable due to the spectator stands constructed by our local administration [and] many teams have joined the league due to the improved conditions of the field. [...] I think this is a great move and it will change the behavior of many youth since now they are engaged in sporting activities rather than looking elsewhere and engaging in negative activities like piracy or human trafficking.”

Sports Facility in Cadaado

Two years ago, citizens in Cadaado requested the construction of a soccer field to counter violent extremism and criminal activity. TIS engaged with various youth groups and community associations to ensure that the district’s youth would realize the advantages that the soccer field offers. As of October 2014, the Cadaado soccer field offered the growing youth population a place to host sports activities. Abdishakur Ali Bare, a 20-year old student and captain of a soccer team said,

“Before the construction of the facility, people did not come and watch our games because it was very uncomfortable to stand for 90 minutes. Motorists used to drive right through the field. It was dangerous because they could hit any of us while playing. But now people come to watch us play, and motorists no longer pass through the soccer field because it’s well fenced and secure.” The construction has led to increased sporting activity and a peaceful use of youth’s spare time.



Youth playing soccer in Cadaado

B.2.2. Arts

Similar to sporting activities, arts and cultural events bring people together to engage in productive activities that build a sense of community and cohesiveness. Arts and cultural events can also increase dialogue about peace and stability by providing the population a positive platform to share their feelings and allowing freedom of expression.

Arts and Culture in Garowe

After more than two decades of conflict, many Somali youth have lost touch with their rich cultural heritage. The Puntland Ministry of Information, Communications, and Culture (MoICC) has the mandate to promote free media, maintain effective and efficient communications, and protect and support Somali cultural heritage. However, the Ministry lacks the capacity to revive Somali art such as painting, dance, music, poetry, folklore, and other forms of cultural expression. Similarly, the Puntland Ministry of Labor, Youth, and Sports (MoLYS) has the mandate to promote youth participation in cultural events. So, in December 2014, TIS-DAI partnered with the MoICC and MoLYS to assemble approximately 50 government, civil society, and private sector participants for a three-day meeting in Garowe to plan arts, culture, and sports activities in fourteen communities across Puntland. The session provided participants an opportunity to identify drivers of conflict, challenges, and strengths, and to create a strategy to address these issues through a revival of arts, culture, and sports. The output of the planning session included construction of an arts and culture center; an art exhibition week including a cultural competition to showcase unique

talents; and provision of sports gear and basketball training to coincide with the construction of a sports facility for girls. These activities will contribute to greater peace and stability in Puntland by bringing together government, civil society, and the private sector to host art events and cultural celebrations. Speaking at the planning session, Halima—a woman who sings and recites Somali poems known as ‘Buranbur’, noted the positive impact that arts and culture can have: “Whenever there is a conflict between two clans in our region, we [women] organize ourselves and visit the conflicting sides and recite peace poems and sing songs about peace. This way we have reduced tensions in many bloody conflicts.”



Halima, speaking at the planning session

B.3. CROSS-CUTTING ACTIVITIES

Women serve as an important pillar in peace and stability, and they must be engaged in dialogue. Similarly, youth are in need of positive alternatives to violent extremism, crime, and human trafficking. TIS activities actively engage women and youth to bring them into the conversation surrounding good governance, peace, and recovery.

B.3.1. Women

TIS strives to not only include women as participants, but to have them play a substantive role in the peacebuilding and governance process. Over 700 women have participated in TIS trainings, events, and activities this quarter in a substantive role. They must be able to share their stories and perspectives so that local administrations and other citizens can prioritize services and infrastructure that benefit women. Among the CDEs held this quarter, the dialogue on women’s and children’s health that began at Dif Maternity Ward CDE exemplifies the importance of speaking openly about women’s needs.

Promoting Maternal Health in Dif District

Dif is a small district in Afmadow, along the Kenya-Somalia border, with a population of about 100,000. Lack of essential services, like healthcare, was a major issue, and the nearest maternity clinic was located in Wajir—173 kilometers away in Kenya. As a result, the majority of babies were delivered at home, without the help of qualified nurses and gynecologists, which risked the lives of both the mother and child. The Dif Peace Committee partnered with TIS to construct a maternity ward and, on October 27, 2014, the project hosted a CDE to celebrate its opening. At the event, the community discussed the



Aamal Ali, Women’s Group leader from Dif at the Community Dialogue Event

significance of the maternity ward and the impact that it would have on women. Chairlady of the Dif District Women’s Group, Amal Ali, said: “Today, I am very happy that our local administration, in partnership with USAID’s TIS project, has constructed this facility for us. I hope and pray that another woman from this district will not lose a baby during birth like I did.”

B.3.2. Youth

TIS initiatives engage youth through CDEs, dialogue, sports, and cultural events. Often, the dialogue that begins at a one event can quickly shift a larger discussion and create further interactions among youth. For example, one sports match can grow into many sports events which bring together youth from different regions. These activities can build bridges between youth across Somalia and lead to prolonged, regular dialogue among youth as they become actively engaged in managing their new community resources, such as soccer fields. This exemplified by the story from Cadaado, below.

Sport Activities Build Bridges

The Cadaado soccer field, described in section B.2.1, improved interactions among youth and gave them a useful way to pass their time by providing a venue for sports. However, the field also had a surprising effect on dialogue with youth from other areas. Hassan Ali, a youth leader in Cadaado said, “The construction of the soccer field has increased cohesion among the youth in the Cadaado—not only from our district but it also linked our youth with youth from neighboring districts.” Young people from Cadaado and other areas now cooperate with each other to organize teams and soccer matches in the newly-constructed field. Youth in Cadaado are active in forming teams, managing tournaments, and scheduling events at the field—they are committed to managing the new infrastructure. The field not only offers youth a safe space to play sports, it gives them a reason to engage productively with youth from different clans, different districts, and different backgrounds.

C. SUPPORT COLLABORATION BETWEEN GOVERNMENT, PRIVATE SECTOR, AND CIVIL SOCIETY

Two of the major contributors to peace, stability, and good governance are improved service delivery and economic growth. However, after decades of war and conflict, the government lacked the capacity to deliver services and support economic growth. TIS supports improved economic opportunities, especially for women, by conducting workforce development and livelihood improvement programming. By improving collaboration between government, private sector, and civil society to deliver new services and improve access to economic resources, the project is also increasing social cohesion across Somalia.

C.1. LIVELIHOOD OPPORTUNITIES

Improved livelihood opportunities resulting from new employment, increased incomes, and other assets are an important component of reducing the appeal of extremism and fostering stability. Economic growth— particularly the creation of new jobs and new businesses—can lead to increased collaboration between government, civil society, and private sector.

C.1.1. Goods and Equipment

To improve livelihoods, TIS identifies women who have capacity to create businesses but lack the necessary resources. For example, in Cadaado, women wanted to start tailoring businesses but lacked the necessary equipment. This quarter, TIS procured tailoring goods

and equipment for women in Cadaado so that they could improve their access to economic resources and support income generation activities for women.

Sewing Equipment in Cadaado

Many women are engaged in small groups that create Somali artifacts and household products. The District Administration of Cadaado has been at the forefront of supporting peace and local economic development activities but lacked the resources to help these women. In partnership with TIS, the local administration procured 14 sewing machines for the women's center to benefit 606 women from 22 women's groups. During this reporting

period, the women's center hosted multiple trainings for women on how to operate the sewing machines. Xawo Ali Warsame, a trainer at the center, described the benefits of the training: "We have already trained 7 girls who have now established their own small tailoring businesses in town. We currently have 10 women undergoing the same training on how to use a sewing machine as well as making homemade mats."



Women using sewing machines to tailor clothes

C.2. NEW GROUPS AND INITIATIVES

TIS supports new groups and initiatives to resolve conflict or reduce the drivers of conflict by bringing citizens from different backgrounds together to support an issue. Supported by TIS, citizens coalesce around issues ranging from social services to sports to women's issues. Often the simple act of coming together helps citizens realize their similarities and allows them to work together to resolve conflict and promote peace in their region.

C.2.1. Groups

TIS supports the creation of new groups through in-kind grants or technical support. Some groups are also formed independently as a result of TIS investments in infrastructure and services. For example, youth have formed groups to take advantage of community resources as healthy alternatives to violent extremism. This was the case this quarter in Dhusamareeb where six new soccer teams were created by local youth so that they could participate in matches and tournaments at the TIS-rehabilitated soccer field, described below.

Six New Soccer Teams in Dhusamareeb

Two years ago, TIS and the Galgaduud Regional Administration partnered to rehabilitate a sports complex in Dhusamareeb. The newly-refurbished field attracted youth soccer teams from



Dhusamareeb youth soccer team together with Mr. Abdiwali Adan (right)

around the district to participate in matches and tournaments. It also attracted diaspora groups from Finland, Sweden, the Netherlands, and the United Kingdom to organize soccer competitions and donate sports equipment. Six new teams had been formed to participate in sporting events and soccer matches. On December 20, 2014, Abdiweli Adan, Chairman of Dhusamareeb Diaspora Group, traveled from Europe to support the new soccer teams with training and equipment. He said: “Our aim is to promote sports among youth so that they don’t become involved in perpetuating violent conflict. [...] Sports also bring peace and social development among our community.”

C.2.2. Initiatives

New initiatives are supported by TIS through procurement of equipment or the construction of infrastructure. TIS provides existing groups new tools to conduct new initiatives—such as the clean-up campaign in Kismayo. Existing groups can also be prompted to take on a new initiative when they are given a new resource or infrastructure to manage—such as the women’s center that was built in Eyl. By helping existing groups undertake new initiatives, TIS supports the already fruitful work being done by communities. In this reporting period, two new initiatives to address the drivers of conflict (improving garbage collection to restore confidence in the government) and reduce conflict (giving women a new space to resolve issues) were undertaken; these are described below.

Clean-Up Initiative by Kismayo Women’s Caucus

The Kismayo Women’s Caucus is active in voluntarily cleaning city streets, public institutions, and state offices to create a safer environment and help restore confidence in the city. The group started small but, in recent months, their numbers have grown to over 1,000 women. During a planning session in February 2014, the community of Kismayo chose to equip the Women’s Caucus with sanitation tools so that they could undertake a new city clean-up campaign. In October 2014, 300 waste management kits were delivered to the Women’s Caucus. The women immediately began planning the new initiative. Batran Mohamed, the Head of the Kismayo Women’s Caucus, said, “Our sincere gratitude and



Members of the Kismayo Women’s Caucus undertaking a new cleaning initiative using their waste management kits

appreciation goes to the Ministry of Social Affairs, my colleagues, and the entire IJA administration who made it possible today by giving us a complete set of sanitation equipment. When we started this work, we didn't have protective gear or the right equipment. We have more than 650 women volunteers." Another volunteer, Fatumo Katel, said, "We appreciate the administration and the partners for the new equipment. We hope that this will help us continue promoting peace, unity, stability, and development of Kismayo through cleaning and working towards a better and healthier environment. We began as a very small group but as you can see we have attracted a lot of women volunteers. We used to sweep and clean the streets of the town with our bare hands and even without shoes, inhaling dust particles. Thanks to God and the Administration... there will be no more dust particles and bare hands as I now have gloves to wear and a protective face mask."

Initiative to Manage a Space for Women's Affairs in Eyl

The coastal town of Eyl in Puntland has long been afflicted by violence, poverty, and lawlessness. Because many men have left the area in search of employment, women residents have been forced to occupy two roles in society—both as breadwinners and as caregivers. Among their greatest challenges, women lacked a centralized location where they could meet and discuss local issues. As a result, the community of Eyl prioritized the construction of a women's center. TIS worked with the Eyl-Badey Women's Organization to begin a new initiative—management of the new women's center by scheduling events and organizing meetings on women's issues. This new initiative will empower the women of Eyl to actively participate and contribute to political, social, and economic decision-making processes. To mark the center's official opening on December 29, 2014, TIS hosted a celebration attended by the President of the Puntland Regional Government, Abdiweli Mohamed Ali, and the Minister for Women and Family Affairs, Anisa Abdikadir Haji Mumin. Aasha Abdikarim Musse, chairlady of Eyl-Badey Women's Organization, explained how their initiative of managing the Women's Center will benefit the women of Eyl: "Women face many challenges including violence, neglect, and poverty. When there is a crime against us, elders sit together and get to agreement without involving the women who are the victims. This center will help us come together to discuss our issues—we will have the ability to support each other and advocate for our needs." Speaking during the ceremony, President



Abdiweli congratulated the project, stating: "It is a great pleasure for me and my Minister of Women to officiate the opening of this beautiful center built by TIS and the local administration for the women in Eyl. Women are the backbone of any society, and this building will empower and improve women's role in fighting piracy, peacebuilding, and conflict mitigation."

Puntland Regional Government President Abdiweli Mohamed Ali with the Minister for Women and Family Affairs during the ribbon cutting

LESSONS LEARNED

The TIS team learned several lessons this reporting period. These included:

- This quarter, TIS began requiring that a gender assessment and a gender equity plan are developed for each new TIS location.
- At planning sessions, TIS has also begun ensuring that 20% of the budget is specifically set aside for women-focused activities, with another 20% set aside for youth-centered activities.
- The newly-hired TIS Gender Advisor noted that women and girls are more likely to be vocal and active participants during planning sessions if they are given the opportunity to meet in groups without men. Therefore, beginning in this reporting period, TIS began facilitating separate sessions for women-only to discuss conflict analysis, resource mapping, and stabilization project prioritization.
- In Galgaduud and Baidoa, we learned that soft programming—such as capacity building and training—is a critical component of TIS programming. It can help to improve the use of TIS-constructed or rehabilitated infrastructure. Often, this step is critical for infrastructure and other projects to become fully functional. Soft programming can also include support to local administrations to hire qualified staff to improve public service delivery at newly-built administration centers.
- TIS confirmed that the involvement of key actors in stability, especially women and youth, encourages peaceful coexistence and improves local development.

CHALLENGES

The TIS team faced several challenges this reporting period. These included:

- In Burao, after the construction of a tarmac road, the grantee requested to change the scope of the project. Rather than building sidewalks as planned, they asked to instead widen the road, from 7 meters to 10 meters, which caused us to incur extra costs and delays.
- In Las Anod, we experienced a delay in the start date of construction on the Governor's Office due to a dispute during the planning session over which land to use for the site.
- In Las Anod and Erigavo, the communities each prioritized construction activities during their planning sessions. However, due to unforeseen issues raised by USAID about the environmental mitigation measures, the projects have been delayed. This caused concerns among the communities and local administrations who were putting pressure on TIS for a rapid start-up. To address this, we held a series of stakeholder meetings to explain the situation.
- TIS had to cancel a planned district assessment in Galgala due to fighting between Al-Shabaab and the Puntland forces in the surrounding areas. We continue to monitor the situation and plan to conduct the district assessment as soon as security stabilizes.
- Al-Shabaab attacks along the Mandera border have made travel difficult for the team to visit projects to monitor progress, especially for non-Somali engineers.

- The Dhusamareeb Regional Court constructed by TIS has not yet been fully utilized because of power struggles the local administration and ASWJ.
- In Guriceel, two women’s groups were competing to use the Women’s Center constructed by TIS. Their dispute was finally settled after several weeks, and they now share the space.
- In Galgaduud, the administration center was damaged during clashes between ASWJ and pro-government forces—glass windows were smashed and chairs were broken. Even so, it remains one of the busiest administration centers in the region. The TIS team is working with the local administration to repair the damages.



Community Dialogue Event in Dif, Lower Juba, on October 27, 2014

IV. ACTIVITY PROGRESS (QUANTITATIVE IMPACT)

INDICATOR TITLE: NUMBER OF PEOPLE PARTICIPATING IN USG SUPPORTED EVENTS, TRAINING, OR ACTIVITIES DESIGNED TO BUILD MASS SUPPORT FOR PEACE AND RECONCILIATION																							
INDICATOR NUMBER: I.I																							
UNIT: Number of people		DISAGGREGATE BY: Location, event, date and gender																					
		Geographic Location				Activity Title				Date		W		M		Sub-total							
		Somaliland				DAIHGA080 Community Dialogue Event; Shovel loader Training				10/01-12/31		15		52		67							
		Puntland				DAIGAR082- Garowe Arts and Culture planning session, DAIGAR085-Galdogob Planning Session, DAIGAR013 and DAIGAR045-Community Dialogue Event in Bargaal				10/01-12/31		148		149		297							
		Baidoa				Baidoa Mini Planning Session				10/01-12/31		9		22		31							
		Gedo and Lower Juba				Diif mini planning session, Dhobley mini planning session, Communications and Outreach Workshop In Kismayo, 4 Community dialogue Events in Elwak,Diff,Geriley Dhobley,				10/01-12/31		544		953		1497							
		Galmudug				Galkayo Galmudug planning session				10/01-12/31		11		16		27							
		Total										727		1192		1919							
Results:																							
Additional Criteria If other criteria are important, add lines for setting targets and tracking		Baseline		Results Achieved Prior Periods				This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
				Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target		Target	
		W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																							
Somaliland																							
Puntland																							
Galgaduud																							
Baidoa																							

INDICATOR TITLE: NUMBER OF USG-SUPPORTED EVENTS, TRAININGS, OR ACTIVITIES DESIGNED TO BUILD SUPPORT FOR PEACE OR RECONCILIATION AMONG KEY ACTORS TO THE CONFLICT

INDICATOR NUMBER: 1.2

UNIT: Number of Events	DISAGGREGATE BY: Location, event, date and gender					
	Geographic Location	Activity Title	Date	W	M	Sub-total
	Somaliland	DAIHGA080-Communituty Dialogue Event; DAIHGA072-Shovel Loader Training; DAIHGA079-Bid Process; DAIHGA084-Bid Process	10/01-12/31		4	4
	Puntland	DAIGAR082-Arts and Culture planning session; DAIGAR085-Galdogob Planning Session; Community Dialogue Event in Bargal-DAIGARO13 and DAIGAR045	10/01-12/31		3	3
	Bay	Baidoa Mini Planning Session; I Bid Process in Bardale	10/01-12/31		2	2
	Gedo and Lower Juba	Diif mini planning session; Dhobley mini planning session; Communications and Outreach Workshop In Kismayo; 2 Community Dialogue Events in Kisamyo; 4 Community Dialogue Events in Elwak,Diff, Geriley Dhobley; and Kismayo Mini Planning Session	10/01-12/31		10	10
	Bakool	I Bid process	10/01-12/31		1	1
	Galmudug	Gaalkacyo-Galmudug planning session	10/01-12/31		1	1
			Total		21	21

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods		This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																				
Somaliland																				
Puntland																				
Galgaduud																				
Baidoa																				

INDICATOR TITLE: NUMBER OF SUB-NATIONAL ENTITIES RECEIVING USG ASSISTANCE THAT IMPROVE THEIR PERFORMANCE																					
INDICATOR NUMBER: 1.3																					
UNIT: Number of sub-national entities	DISAGGREGATE BY: Location, event, date and gender																				
	Geographic Location				Activity Title						Date		W		M		Sub-total				
	Somaliland				Ministry of National Planning and Development						10/01-12/31		1				1				
	Puntland																				
	Galgaduud																				
	Baidoa																				
	Gedo and Lower Juba				Kismayo Municipality						10/01-12/31		1				1				
	Bakool																				
Galmudug																					
											Total		2				2				
Results:																					
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods		This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target		
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target		
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	
Gender*: Women (W), Men (M)																					
Somaliland																					
Puntland																					
Galgaduud																					
Baidoa																					
Gedo and Lower Juba																					

INDICATOR TITLE: NUMBER OF USG-ASSISTED CONSENSUS-BUILDING PROCESSES RESULTING IN AN AGREEMENT

INDICATOR NUMBER: 1.4

UNIT: Number of people	DISAGGREGATE BY: Location, event, date and gender					
	<i>Geographic Location</i>	<i>Activity Title</i>	<i>Date</i>	<i>W</i>	<i>M</i>	<i>Sub-total</i>
	Somaliland					
	Puntland	Galdogob Planning Session, Arts and Culture planning session	10/01-12/31	2		2
	Baidoa	Baidoa Mini planning session	10/01-12/31	1		1
	Jubaland	Diff Mini planning session, Dhobley Mini planning session, Kismayo mini planning session	10/01-12/31	3		3
	Galmudug	Galkayo Galmudug Planning session	10/01-12/31	1		1
Total				7		7

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods				This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target			
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																						
Somaliland																						
Puntland																						
Galgaduud																						
Baidoa																						
Gedo and Lower Juba																						

INDICATOR TITLE: NUMBER OF NEW GROUPS OR INITIATIVES CREATED THROUGH USG FUNDING DEDICATED TO RESOLVING THE CONFLICT OR THE DRIVERS OF CONFLICT

INDICATOR NUMBER: 1.5

UNIT: Number of people	DISAGGREGATE BY: Location, event, date and gender							
	Geographic Location		Activity Title		Date	W	M	Sub-total
	Somaliland							
	Puntland		Initiative to manage a safe space for Women's Affairs in Eyl		10/01-12/31			1
	Galgaduud		Six New Soccer Teams		10/01-12/31			6
	Gedo and Lower Juba		Clean-up initiative by Kismayo Women's Caucus					1
					Totals			8

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods		This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																				
Somaliland																				
Puntland																				
Galgaduud																				
Baidoa																				
Gedo and Lower Juba																				

INDICATOR TITLE: NUMBER OR PERSONS WHOSE LIVELIHOOD OPPORTUNITIES ARE IMPROVED AS A RESULT OF USG-FUNDED WORKFORCE DEVELOPMENT PROGRAMS

INDICATOR NUMBER: 1.6

UNIT: Number of people	DISAGGREGATE BY: Location, event, date and gender							
	Geographic Location		Activity Title		Date	W	M	Sub-total
	Puntland		DAIGAR038- Construction of a Women's Center, DAIGAR053- Construction of a tarmac road in Garowe, DAIGAR054- Construction of a tarmac road, DAIGAR058- Construction of a Community Hall, DAIGAR059- Construction of a market, DAIGAR062- Construction of a tarmac road, DAIGAR063- Construction of a tarmac road, DAIGAR067- Construction of a community center,		10/01-12/31	7	118	125
	Galmudug		DAIGKY002- Construction of a regional court, DAIGKY004- Construction of a sports stadium DAIGKY005- Construction of a social hall		10/01-12/31	19	242	261
					Totals	26	360	386

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods		This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																				
Somaliland																				
Puntland																				
Galgaduud																				
Baidoa																				
Gedo and Lower Juba																				

INDICATOR TITLE: PROPORTION OF FEMALE PARTICIPANTS IN USG ASSISTED PROGRAMS DESIGNED TO INCREASE ACCESS TO PRODUCTIVE ECONOMIC RESOURCES (ASSETS, CREDIT, INCOME OR EMPLOYMENT).

INDICATOR NUMBER: GNDR 2

UNIT: Number of people	DISAGGREGATE BY: Location, event, date and gender												
	Geographic Location				Activity Title				Date		W	M	Sub-total
	Somaliland												
	Puntland												
	Galmudug												
	Baidoa												
	Gedo and Lower Juba												
Total													

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods		This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																				
Somaliland																				
Puntland																				
Galgaduud																				
Baidoa																				
Gedo and Lower Juba																				

INDICATOR TITLE: NUMBER OF LOCAL WOMEN PARTICIPATING IN A SUBSTANTIVE ROLE OR POSITION IN A PEACE-BUILDING PROCESS SUPPORTED WITH USG ASSISTANCE.

INDICATOR NUMBER: GNDR 3

UNIT: Number of people	DISAGGREGATE BY: Location, event, date and gender							
	Geographic Location		Activity Title		Date	W	M	Sub-total
	Puntland		DAIGAR082- Garowe Arts and Culture planning session, DAIGAR085-Galdogob Planning Session,			48		48
	Galmudug		Galkayo Galmudug planning session			11		11
	Galmudug					11		11
					Total	59		59

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods				This Reporting Period 31/Dec/14				Reporting Period 31/Mar/15		Reporting Period 30/Jun/15		Reporting Period 30/Sep/15		FY 2014 Target		FY 2015 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Gender*: Women (W), Men (M)																						
Somaliland																						
Puntland																						
Galgaduud																						
Baidoa																						
Kenya-Somalia Border																						

V. PERFORMANCE MONITORING

The successful implementation of performance monitoring activities resulted from a strong partnership between TIS staff, grantees, and Somali communities. TIS conducted a performance monitoring review to update our indicator data through an internal, in-depth analysis of each of the active grants. This was done during weekly grants meetings and monthly staff meetings held this quarter. Grants that were facing significant delays or other challenges were allocated extra support to ensure timely completion. This team effort is expected to result in a reduction in the number of no-cost extension requests to USAID in future.

The Grants Department also continued monitoring grant compliance, administration, and cost control. They were able to resolve differences between the observations documented in the field visit forms and the contract. This quarter, there were 73 field visits conducted by the TIS team.

The M&E Department continued to provide leadership in improving the quality of data collection and impact documentation from the field. The process of hiring District Staff to support M&E activities and work with local administrations began this quarter and is expected to end in the following quarter. This model will provide an extra layer of data quality assurance between the grantees and TIS, and also foster a participatory approach to monitoring grantees' progress.

VI. ENVIRONMENTAL MONITORING

The TIS program has formulated and continually practices sensitization, monitoring, and reporting of all environmental issues related to all construction projects. This is done by the engineers when designing the projects, by site supervisors and engineers during site mobilization and by structured inspection visits during implementation. Further checks have been put in place to ensure that compliance is always achieved by tying the engineers' quality report to the payment schedules for contractors.

Under the USAID Environmental Guidelines policies, the Environmental Impact Assessment (EIA) is a procedure required under the code of Federal Regulations 216 (22 CFR 216). The regulation states:

- Every program, project, activity or amendment must undergo environmental impact assessment prior to obligation of funds. Potential impacts must be considered and mitigation measures or design changes must be incorporated.
- Article 2 of the Directive requires that "...before consent is given, projects likely to have significant effects on the environment by virtue, of their nature, size or location are made subject to a requirement for development consent and an assessment with regard to their effects."

In Somalia, environmental matters are handled by the Ministry of Environment and Disaster Management established in 2005. Before then, Somalia lacked any central institution

responsible for environmental matters. Instead, a National Environmental Committee, with representatives from 13 Ministries and Agencies, served as the coordination body for environmental governance. However, the Committee lacks representation in many parts of the country—including areas where TIS currently works. To mitigate the lack of a Central Government Authority to work with and provide any guidance or oversight, TIS follows strict environmental guidelines and USAID regulations.

Most of TIS projects in the last quarter were low-risk, particularly roads and structures which had more positive impacts. A full environmental and social study was undertaken for boreholes (DAIDOL 17&14), water pans (DAIDOL33), and slaughter slabs (DAIDOL012) which were deemed to be high-risk and with impacts within the communities.

During this reporting period, USAID send out a directive suspending all road works until the Environmental Assessment was reviewed by Bureau Environmental Office. This affected implementation of our road projects (Kismayo roads, DAIKIS002; Erigavo roads, DAIHGA083; Las Anod roads, DAIHGA090; and Gaalkacyo roads, DAIHGA074). The meeting with DAI and USAID’s Mission Environmental Office (MEO) resulted in a resolution to review environmental impacts for the roads projects on a case-by-case basis using the Environmental Review Form (ERF). DAI hopes that review of road projects on a case-by-case will resolve the backlog of road projects, most of which have taken long to implement. The MEO also gave a green light for the construction of the slaughter slab (DAIDOL012) which had been suspended due to the use of anti-termite treatment before a PERSUAP was approved. Once enabled to proceed, the Engineers redesigned the structure eliminating most of the timber materials used for the doors, trusses, and windows, instead replacing them with steel which is the least susceptible to termite attack. In that case, there was no further need to do a termite treatment.

All designs done by TIS are done with environmental considerations. The aim is to provide cost effective structures with minimum environmental impact. The structures are also designed to have low maintenance costs, natural lighting, as well as air circulation and cooling—this is incorporated to minimize the utilization of mechanical air conditioning.

The table shown below indicates some common environmental issues in TIS projects, mitigation taken, and lessons learned.

TABLE 2: ENVIRONMENTAL ISSUES

Impact	Mitigation Measures Taken	Responsibility	Lessons Learned
Odor production	<p>Buffer zone included around the facility; provide closed containers for waste storage.</p> <p>Buffer will be determined by the location of the facility away from the community dwelling and planting trees to mitigate on the odors.</p>	<p>Engineers—design stage</p> <p>Contractor—construction stage</p> <p>Communities—after completion</p>	There have not been many projects done with extreme cases of odor

Resource contamination	<p>Paving of storage and operation areas, drainage control system, and provision of small wastewater treatment unit onsite and good French drains in locations with fair drainage soils.</p> <p>Provision of concrete seal for the boreholes and proper location of water screens in the aquifers.</p>	<p>Engineers—design stage</p> <p>Contractor—construction stage</p>	<p>The designs must be good and construction work properly done to ensure functionality</p>
Dust production	<p>Paving of access roads, also sprinkling water during the construction periods, especially for road projects and construction with massive civil works.</p>	<p>Contractor—construction stage</p> <p>Municipality – after completion</p>	<p>This mitigation takes place only during construction</p> <p>It is not in the municipality's priority to sprinkle roads after completion. Thus, this consideration will be factored in in future designs</p>
Landscape aesthetics	<p>Include a landscape plan, planting trees, and grass on slopes to reduce erosion.</p> <p>Tree planting for school structures and health facilities to provide sheds and beautification.</p>	<p>Engineers—design stage</p> <p>Contractor—construction stage</p> <p>Communities—after completion</p>	<p>These activities in the future need to be designed to be wholly done by the communities as part of their contribution to the project and help in local ownership</p>
Litter	<p>Fencing and providing a closed depression pit for unloading waste.</p> <p>Disposing of litter can be easily done on site, like burning all the paper (e.g. cement bags)</p>	<p>Contractor—construction stage</p>	<p>This was easily done by the contractors to ensure that the site was cleaned before hand over</p>
Public hazards	<p>Provision of a fence (3m high).</p> <p>Educating the communities on the dangers of such facilities.</p> <p>For the long term, communities are asked to plan and provide security guards.</p>	<p>PM/ Contractor/ Communities</p>	<p>There have not been any projects with public hazards</p>

VII. PROGRESS ON LINKS TO OTHER ACTIVITIES

TIS coordinated closely with other donors and other activities. This included:

- In Galdogob, Puntland, the TIS team met with Care International to discuss how we can work together to support the need for new classrooms and other educational gaps identified during the Planning Session.
- The TIS team met with Mercy Corps on two topics. First, to share information on the outcome of the Galdogob Planning Session and discuss potential opportunities for Mercy Corps to collaborate with the community on education initiatives. Second, to coordinate response to community needs in Galgaduud.
- In Galmudug, TIS staff held a coordination meeting with officials from the World Food Programme (WFP) to share experiences and discuss lessons learned.
- In Belet Hawa, GIZ partnered with the local administration to provide furniture for the government offices renovated by TIS. GIZ will also provide trainings on conflict resolution and public administration to improve service delivery.
- TIS continues to have monthly coordination meetings with the Somalia Stability Fund (SSF) to share information and coordinate activities in Hudur, Kismayo, and Baidoa.

VIII. PROGRESS ON LINKS TO HOST GOVERNMENT

TIS proactively keeps the respective administrations of the Federal Government of Somalia, Somaliland, and Puntland governments informed of all project plans and ongoing activities. We maintain a strong working relationship with all government partners to ensure the success, local ownership, and sustainability of project activities. Meetings between TIS and the host government include:

- A coordination meeting with the Ministry of Women and Family Affairs on the importance of improved linkages between the Ministry and Districts where TIS has supported the construction of women's centers. Minister Anisa Haji Mu'min appreciated the support provided by TIS and promised to work on soft training programs for women's groups to enhance their capacity.
- Meetings with the Ministry of Information, Communications, and Culture and the Ministry of Labor, Youth, and Sports to plan for and conduct a three-day arts and culture event in Garowe.
- The TIS Director of Programs Mohamed Omar conducts regular coordination meetings with FGoS Ministry of Interior every 3 weeks.
- The Minister of interior for Puntland also visited the TIS offices in Nairobi to discuss the progress of TIS' work, get updates on TIS plans for Puntland, and coordinate with the TIS team on the activities underway in Puntland.
- The TIS team gave a presentation for the Ministry of Planning and International Cooperation in Puntland on TIS activities and results.
- TIS met with officials from the Interim Jubbaland Administration (IJA), led by the 2nd Vice President, Abdulkadir Mohamud, and the Deputy Minister for Social Affairs to

update them on progress of TIS' work.

- In December 2014, the State Minister for the Office of the President of the Interim Jubbaland Administration visited the TIS office in Nairobi. They met with the TIS Chief of Party, Vishalini Lawrence, to discuss the progress of current projects and plans for the coming quarter.

Most TIS activities are in-kind grants to Somali government institutions at the local and ministerial level.

IX. SUSTAINABILITY

Sustainability is a key element of TIS activities. A number of activities that were supported by TIS in previous quarters have been taken over for full local ownership in this quarter. Similarly, TIS initiatives have inspired local administrations or communities to undertake their own projects to complement TIS's work. This includes:

- The Government of Puntland and the community of Eyl made plans for the construction of 40 kilometers of gravel road to complement the 28 kilometers of road built by TIS.
- The Ceel Waaq local administration and Peace Committee procured medical supplies and maternity services for the maternity ward constructed by TIS.
- The formation of the Dhobley and Geriley Primary School's Management Committees comprised of members of the local administration, Peace Committee, and teachers to oversee the day-to-day management of the school constructed by TIS.

X. UPCOMING REPORTING PERIOD'S WORK PLAN

Activities for the upcoming reporting period—January 1, 2015 through March 31, 2015—are described in the table now.

TABLE 3: Q2 FY2015 ACTIVITIES

Region	District	Activity
Bay	Bardaale	<ul style="list-style-type: none"> ▪ Rehabilitation of the Bardaale airstrip ▪ Installation of solar street lights
	Baidoa	<ul style="list-style-type: none"> ▪ Installation of solar street lights ▪ "Do No Harm" training for local leaders and stakeholders
Hiran	Burlo Burto	<ul style="list-style-type: none"> ▪ Conduct district assessments in newly recovered areas
	Mataban	<ul style="list-style-type: none"> ▪ Conduct district assessments in newly recovered areas
Galgaduud	Galgadudd	<ul style="list-style-type: none"> ▪ Equipment and training for the local administration so that they may improve public service delivery
	Balanbal	<ul style="list-style-type: none"> ▪ Community Dialogue Event handing over completed projects for the district administration and the Balanbal Secondary School

Bakol	Hudur	<ul style="list-style-type: none"> ▪ Ongoing construction activities are expected to reach about 60% completion
Galmudug	Gaalkayco-Galmudug	<ul style="list-style-type: none"> ▪ Construction of a women's resource center and an arts and culture center ▪ Construction of a basketball court ▪ Community Dialogue Event on February 8-12, 2015 ▪ Procurement of a garbage truck ▪ Civic Dialogue in 5 Districts ▪ Procure and deliver musical instruments for Arts & Culture groups ▪ Hire 2 district staff to monitor and evaluate projects as well as improve the capacity of the local district administration
Jubbaland	Kismayo	<ul style="list-style-type: none"> ▪ Rehabilitation and construction of 15.9 kilometer road ▪ Procurement of musical instruments ▪ Enhancing the capacity of Kismayo Municipality through procurement of furniture, VSAT, cabling, and recruitment of local staff ▪ Promote sports in schools ▪ Strengthen the livelihoods of women ▪ Supply backpacks to schools ▪ Training for journalists and youth
	Ceel Waaq	<ul style="list-style-type: none"> ▪ Deliver furniture and equipment to local administration
	Geriley	<ul style="list-style-type: none"> ▪ Deliver furniture and equipment to local administration
	Dif	<ul style="list-style-type: none"> ▪ Deliver furniture and equipment to local administration
	Dhobley	<ul style="list-style-type: none"> ▪ Deliver furniture and equipment to local administration
Puntland	Gaalkacyo-Puntland	<ul style="list-style-type: none"> ▪ Construction of two roads (2.9 and 1.5 kilometers in length)
	Garowe	<ul style="list-style-type: none"> ▪ Construction of office for Puntland's Ministry of Interior ▪ Community Dialogue Event ▪ Bid opening for construction of an arts and culture center
	Bossaso	<ul style="list-style-type: none"> ▪ Construction of an administration block ▪ Community Dialogue Event
	Burtinale	<ul style="list-style-type: none"> ▪ Construction of market ▪ Community Dialogue Event
	Banderbayla	<ul style="list-style-type: none"> ▪ Installation of solar street lights
	Baargaal	<ul style="list-style-type: none"> ▪ Installation of solar street lights
	Eyl	<ul style="list-style-type: none"> ▪ Construction of 2.5 kilometer gravel road
	Boocame	<ul style="list-style-type: none"> ▪ Construction of water project
	Galdogob	<ul style="list-style-type: none"> ▪ Construction of administration block ▪ Construction of stadium ▪ Construction of women's center ▪ Bid opening for construction of a stadium, administration block, and women's center

TABLE 6: NEW SUB-AWARD DETAILS

Grant Number and Title	Awardee	Grant Amount (USD) / Status	Summary and Justification	Location / Latitude and Longitude	Start – End Dates
DAIBAR002- Enhancing community safety by engaging youth & women, and providing streetlights	Bardaale Local Administration	\$61,607 Cleared	This grant will provide streetlights and equipment for women and youth. TIS-DAI will support and partner with the local administration to install 17 solar-powered street lights, furniture for the existing women's center, and sports gear for youth. One soccer tournament will kick off the grant, and one tournament will take place at the handover. The lights will improve security for citizens at night, the furniture will help women improve their peace-building efforts, and the sports gear will provide healthy alternatives for youth at risk of recruitment from extremist groups. By addressing the community's self-identified needs of streetlights and equipment, the Somali government will demonstrate its commitment to the citizens of Bardaale. The overall impact of the grant should include greater community trust in the government, a more peaceful and harmonious co-existence among citizens, and greater stability in Bardaale.	Bay Region, Baidoa District, Berdale Town Lat – 3.211767, Long – 43.17779	October 20, 2014 – March 20, 2015
DAIBAR003- Improving accessibility to Bardaale through renovation of an airstrip	Bardaale Local Administration	\$119,616 Cleared	This grant will rehabilitate the airstrip. TIS-DAI will support and partner with the local administration to rehabilitate the 1.5 km-long runway, clear bush, and build a natural perimeter fence around the airstrip. The rehabilitated airstrip will enable light aircraft to access the district. The project will improve accessibility and link the district with the regional and central governments, donors, and merchants in order to normalize relations, build donor support, and increase trade. By addressing the community's self-identified need of a rehabilitated airstrip, the Somali government will demonstrate its commitment to the citizens of Bardaale. The overall impact of the grant should include greater community trust in the government, a more peaceful and harmonious co-existence among citizens, and greater stability in Bardaale.	Bay Region, Baidoa District, Berdale Town Lat – 3.211767, Long – 43.17779	October 20, 2014 – November 17, 2015

<p>DAIBDA016- Capacity building training to improve governance and economy in Baidoa</p>	<p>Baidoa District Administration</p>	<p>\$20,000 Cleared</p>	<p>This grant will build the local administration's capacity to mitigate conflict, deliver public services, and demonstrate improved and accountable governance. TIS-DAI will partner with the local administration to facilitate four three-day good governance workshops on the following topics: Conflict resolution, basic computer skills, transparency and accountability, and conflict sensitive development. By addressing the community's self-identified priorities of skills building, the local administration will demonstrate a commitment to citizens' needs. The workshops should improve the administration's governance, conflict mitigation, transparency, and service delivery skills. The overall impact of the activity should increase citizens' confidence in the local authorities.</p>	<p>Bay Region, Baidoa District, Baidoa Town Lat – 3.117180, Long – 43.64690</p>	<p>January 15, 2015 – June 15, 2015</p>
<p>DAIGAR082- Stabilization Planning Session for arts, culture, and girls' sports</p>	<p>Ministry of Information, Communication, and Culture- Puntland</p>	<p>\$15,526 Cleared</p>	<p>This grant will support a community planning session to assist in the revival of arts, culture, and sports activities in fourteen communities with a focus on engaging at-risk young men and women. TIS-DAI will partner with the Ministry of Information, Communications and Culture, and Ministry of Labor, Youth, and Sports to assemble approximately 50 government, civil society, and private sector members for a three-day meeting in Garowe in order to plan arts, culture, and sports activities in Puntland. This session will also serve as an opportunity for the participants to identify sources of conflict, challenges, and strengths, and to plan strategy that can address youth vulnerabilities through a revival of arts, culture, and sports. The process of planning session should strengthen trust between all government, civil society, and private sector participants, and the youth activities arising out of the meeting will contribute to greater peace and stability in Puntland.</p>	<p>Nugaal Region, Garowe District, Garowe Town Lat – 8.40535, Long – 48.48105</p>	<p>November 28, 2014 – February 20, 2015</p>

<p>DAIGAR085- Stabilization Planning Session in Galdogob</p>	<p>Galdogob Local Administration</p>	<p>\$4,547 Cleared</p>	<p>TIS-DAI will partner with Galdogob municipality to assemble 35 government, civil society, and private sector members for a three-day meeting in Galdogob for a planning session. Stakeholders will come up with a list of priorities and needs that will promote stabilization in Galdogob with an expected impact of improving community cohesion through promoted collaborative frameworks between authorities, private sector and civil society. This session will also serve as an opportunity for the participants to identify sources of conflict, challenges, and strengths, and to plan strategy that can address root causes of conflict. The process of the planning session should strengthen trust between all government, civil society, and private sector participants, and the participatory decision out of the meeting will contribute to greater peace and stability in Galdogob. This grant will therefore cover the cost of bringing together 35 community representatives and stakeholders from Galdogob for a three (3) day planning session.</p>	<p>Mudug Region, Galdogob District, Galdogob Town Lat – 6.585532, Long – 47.103286</p>	<p>December 27, 2014 – March 2, 2015</p>
<p>DAIGAR086- Organize training and basketball match for girls sport in Garowe</p>	<p>Ministry of Youth and Sports</p>	<p>\$2,509 Cleared</p>	<p>This grant will provide training for girls' basketball coaches and game for players. TIS-DAI will partner with the Ministry of Sports, Youth and Labor to provide a basic three-day training for five volunteer girls' basketball coaches in Garowe, uniforms for coaches and players, and a final game between two teams to showcase coaching and players' skills learned throughout the week. The one-week event will raise awareness of the advantages of girls' sports and to kick start the forthcoming girls' sports activities in Puntland. The activity will also help the Ministry promote girls' sports and encourage other girls to join sports teams in Puntland. By addressing the community's self-identified priority of girl's basketball, the Ministry will build goodwill. This interaction between the Ministry, players, coaches, and parents will improve trust between citizens and their government.</p>	<p>Nugaal Region, Garowe District, Garowe Town Lat – 8.4, Long – 48.48</p>	<p>December 29, 2014 – May 25, 2015</p>

<p>DAIGBH001 - TIS stabilization planning session for Garbahaarey Gedo Region</p>	<p>Garbahaarey Local Administration</p>	<p>\$15,070 Cleared</p>	<p>This grant will cover the cost of facilitating a three-day planning session in Garbahaarey, currently planned on January 18-21, 2015. The planning session will convene approximately 45 community members, representing government, civil society, and private sector. Through these sessions, the beneficiary community representatives will learn about TIS stabilization methodology, understand the objectives, project expectations, processes, and finally budgetary allocations for projects. The planning committee will identify and recommend projects that can contribute to stabilization. The overall objective is to promote stability and peaceful co-existence in the district.</p>	<p>Gedo Region, Garbahaarey District, Garbahaarey Town Lat – 3.328000, Long – 42.219879</p>	<p>January 10, 2015 – March 31, 2015</p>
<p>DAIGKY011 - Improving service delivery of waste management & public awareness in Gaalkacyo</p>	<p>Gaalkacyo-Galmudug Local Administration</p>	<p>\$125,000 Cleared</p>	<p>This grant will provide a new dump truck and an awareness raising campaign to improve solid waste management. TIS-DAI will partner with the local administration to provide a garbage truck and conduct a public awareness campaign--including billboards and radio spots--on the importance of proper sanitation, solid waste management, and environmental protection. By addressing the community's self-identified priority of the truck and improved public awareness, the local administration will demonstrate its commitment to Gaalkacyo citizens. The project will support a kick-off activity on awareness and training on sanitation of waste management, followed by one day clean-up campaign, mobilizing community volunteers and private sector support. The improved city's sanitation, public health, and service delivery should go a long way toward building public confidence in the government.</p>	<p>Mudug Region, Gaalkacyo District, Gaalkacyo Town Lat – 6.45161, Long – 47.25328</p>	<p>December 23, 2014 – August 31, 2015</p>

DAIGKY014- trengthening Government Capacity to Deliver Public Services in Gaalkacyo	Gaalkacyo Local Administration	\$18,780 Cleared	This grant will therefore provide staff, equipment, and training in order to improve the capacity of local government to deliver improved public services. In coordination with the local administrations, TIS will recruit two staff (ideally one male and one female) and provide IT equipment and supplies for the Mayor of Gaalkacyo. The staff will dedicate approximately 50% of their time to TIS grant activities (M&E, procurement, report writing, etc) and 50% to administration tasks. TIS has designed staff salaries (\$200) month low enough so that at the end of one year, the local administration can absorb one or both of the staff. TIS will also provide monthly training for these district staff in finance, administration, communication and other technical areas to strengthen the local capacity. The grant is expected to improve the governments' capacity to deliver public services that should in turn strengthen citizens' confidence in the local administration.	Mudug Region, Galkayo District, Galkayo Town Lat – 6.45162, Long – 47.25329	January 5, 2015 – January 29, 2016
DAIGLD022- Strengthening the Galgaduud Administration's service delivery capacity	Galgaduud Regional Administration	\$110,560 Cleared	This grant will provide staff, equipment, and training in order to build the capacity of local government to deliver improved public services. In coordination with the local administrations, TIS will recruit two staff (ideally one male and one female) and provide IT equipment and supplies for each of the seven district offices and the governor's office. The staff will dedicate approximately 50% of their time to TIS grant activities (M&E, procurement, report writing, etc) and 50% to administration tasks. TIS has designed staff salaries (\$200) month low enough so that at the end of one year, the district administration can absorb one or both of the staff. TIS will also provide monthly training for these district staff in finance, administration, and other technical areas to strengthen the local capacity. The grant should improve the governments' capacity to deliver public services that should in turn strengthen citizens' confidence in the local administration.	Galgaduud Region, Dhusamareeb District, Dhusamareeb Town Lat – 5.32, Long – 46.23	December 21, 2014 – January 29, 2016
DAIHGA081- Improved access with tarmac road construction in Las Anod Township	Local Municipality of Las Anod	\$674,180 Cleared	This grant seeks to improve public services, accessibility and connectivity among settlements in Las Anod township. TIS-DAI will partner with the Las Anod municipality in the construction of 3.89km tarmac road with a 58 meter road bridge connecting settlements. The overall impact of the activity is to improve access to the hospital and adjacent settlements, thereby increasing citizen confidence in the local authority's ability to provide essential public services.	Sool Region, Las Anod District, Las Anod Town Lat – 8.29002, Long – 47.21414	October 12, 2014 – December 28, 2015

DAIHGA083- Capacity Building Support to the Somaliland Ministry of Information	Ministry of information- Somaliland	\$63,603 Cleared	<p>The Ministry of Information and National Guidance is one of the oldest government institutions in Somaliland. The Ministry of Information has the mandate for information dissemination, public outreach and increasing dialogue on peace and development through Radio and Television programs. Between 2012-2014, the TIS program invested in rehabilitating five offices and recording studios in the Ministry of Information compound, in addition to procuring media equipment. This initial support helped the ministry expand their radio and television programming outreach through live interactive programs touching on some of the most critical issues of concern to Somaliland youth, women and the public at large. To increase the impact of these initiatives, the Ministry has requested that TIS support them with additional media equipment procurement and complimentary capacity building support for Ministry staff. The anticipated outcome of this activity is the increase the capacity of the Ministry of Information in their efforts to increase citizen-government dialogue and public outreach on the most pressing socio-economic issues in Somaliland. The overall impact of this activity will be to increase public confidence in governance.</p>	<p>Woqooyi Galbeed Region, Hargeisa District, Hargeisa Town</p> <p>Lat – 9.57532, Long – 44.06320</p>	<p>January 5, 2015 – June 12, 2015</p>
DAIHGA087- Improved service with provision of ICT equipment for Mol headquarters building	Ministry of Interior - Somaliland	\$48,654 Cleared	<p>This grant will provide the Ministry of Interior (Mol) with ICT equipment for the newly constructed headquarter building provided by TIS-DAI. These provisions will contribute to completing the building so that it's a functioning administration facility that can support the critical work of the staff. More efficient administration will better enable delivery of services to the Somaliland people, which is expected to increase the confidence of the community and other stakeholders in the Mol's ability to deliver on its mandate to maintain peace and security in Somaliland.</p>	<p>Woqooyi Galbeed Region, Hargeisa District, Hargeisa Town</p> <p>Lat – 9.57432, Long – 44.05321</p>	<p>November 3, 2014 – February 28, 2015</p>

<p>DAIHGA090- Improved infrastructure through tarmac road provision in Erigavo</p>	<p>Local Municipality of Erigavo</p>	<p>\$937,088 Cleared</p>	<p>Erigavo is the headquarters for Sanaag region in the eastern area of Somaliland. TIS-DAI has previously worked with the local government of Erigavo in the successful implementation of four activities, including rehabilitation of a fresh produce and meat market, construction of a women's vocational center and sports stadium, and the construction of the Regional Governor's office. However, the region's essential infrastructure remains underdeveloped with rough roads that prohibit movement and constrain the community's efforts to improve their livelihoods and access public services. Given the need for improved road service in Erigavo, TIS-DAI will partner with the local government in the provision of a 6 km tarmac road in Erigavo Township. This will increase community confidence in the local Government's capability to provide essential public services and improve community interaction for stability.</p>	<p>Sanaag Region, Erigavo District, Erigavo Town Lat – 10.36416, Long – 46.21562</p>	<p>October 12, 2014 – December 6, 2015</p>
<p>DAIHUR002- Strengthening peace building processes in Hudur- construction of a social hall</p>	<p>Hudur Local Administration</p>	<p>\$116,141 Cleared</p>	<p>This grant will provide a safe space for community consultation, dialogue, conflict resolution, and other events. TISDAI will support and partner with the local administration to construct and furnish a new community meeting hall, including an office, stage, storage room, toilets, boundary wall, and water tank. The 250--person capacity hall will serve as a venue where religious leaders, clan elders, youth, women's groups and government partners can dialogue, raise awareness, settle disputes, increase community cohesion, and improve governance. By addressing the community's self-identified need of a meeting hall, the Somali government will demonstrate its commitment to the citizens of Hudur. The overall impact of the grant should include greater community trust in the government, a more peaceful and harmonious co-existence among citizens, and greater stability along the porous border.</p>	<p>Bakool Region, Hudur District, Hudur Town Lat – 4.170687, Long – 43.53399</p>	<p>October 10, 2014 – September 30, 2015</p>

DAIHUR003- Engaging youth in sports for peace in Hudur	Hudur Local Administration	\$136,847 Cleared	This grant will rehabilitate the existing soccer field to serve as a sports center for the entire community of Hudur with an emphasis on engaging youth. TIS-DAI will support and partner with the local administration to construct the soccer facility, including the rehabilitation of the existing field, and a new VIP pavilion, spectator stands, locker rooms, toilets, ticket booth, water tank, and protective boundary wall. In addition, the grant will provide soccer uniforms for at least two sports teams that will play a match at the groundbreaking ceremony and one at the handover ceremony. By addressing the community's self-identified need of a soccer facility, the Somali government will demonstrate its commitment to the citizens of Hudur. The facility itself will provide youth a safe space to exercise and engage in sports, while offering the community at large secure grounds for other social and public events, such as Eid celebrations, peace festivals, and cultural festivities. The soccer activities will afford Hudur's young people a sense of community and belonging, identity, empowerment, and interaction with government, all factors that reduce the appeal of violent extremism. As a result, this grant should strengthen the community's trust in the government.	Bakool Region, Hudur District, Hudur Town Lat – 4.07, Long – 43.53	October 10, 2014 – September 30, 2015
DAIHUR004- Improved access to education through construction of a secondary school	Hudur Local Administration	\$147,439 Cleared	This grant will provide a secondary school for young Somali boys and girls. TIS-DAI will support and partner with the local administration to construct and furnish four classrooms, staff room, director's office, toilets, and boundary wall on two sides, and water tank. The secondary school will provide a safe space for 160 at-risk students to study, providing healthy alternatives to crime and extremism. By addressing the community's self-identified need of a secondary school, the Somali government will demonstrate its commitment to the citizens of Hudur. The overall impact of the grant should include greater community trust in the government, a more peaceful and harmonious co-existence among citizens, and greater stability along the porous border.	Bakool Region, Hudur District, Hudur Town Lat – 40.70033, Long – 43.53177	October 31, 2014 - October 10, 2015

<p>DAIHUR005- Improving the local economy of Hudur through construction of a market</p>	<p>Hudur Local Administration</p>	<p>\$91,958 Cleared</p>	<p>This grant will restore the central market. TIS-DAI will support, and partner with, the local administration to construct a market compound, including 20 shops, 20 covered stalls, storage room, toilets, water tank, and boundary wall. By addressing the community's self-identified need of restoration of the central market, the government will demonstrate its commitment its citizens and to garnering the resources required to begin to stimulate the economy. DAI will explore ways to provide micro-enterprise training to vendors—many of whom are women—in order to increase productivity and income. The market compound will serve as a safe space for merchants to sell their goods and private citizens to shop for their daily needs. The restoration of market should help stimulate the economy and create significant goodwill for the government.</p>	<p>Bakool Region, Hudur District, Hudur Town Lat – 4.070687, Long – 43.533994</p>	<p>October 10, 2014 - September 30, 2015</p>
<p>DAIHUR006- Building a Social Responsibility Center for women in Hudur District</p>	<p>Hudur Local Administration</p>	<p>\$55,001 Cleared</p>	<p>This grant will provide a safe space for women to meet and dialogue, and to promote conflict resolution, public health, education, and other priorities. TIS-DAI will support and partner with the local administration to construct and furnish a new women's center, including an office, meeting hall, toilets, boundary wall, and water tank. The women's center will serve as a venue where women and other civil society partners can dialogue, raise awareness, settle disputes, increase community cohesion, and improve governance. By addressing the community's self-identified need of a women's center, the Somali government will demonstrate its commitment to the citizens of Hudur. The overall impact of the grant should include greater community trust in the government, improved women's role in district priorities, and greater stability.</p>	<p>Bakool Region, Hudur District, Hudur Town Lat – 4.76871, Long – 43.533910</p>	<p>October 15, 2014 - September 30, 2015</p>

<p>DAIKIS005- Building the capacity of the Kismayo Municipality</p>	<p>Mayor of Kismayo</p>	<p>\$119,600 Cleared</p>	<p>This grant will help to strengthen the Kismayo municipality's capacity to oversee and report on TIS projects and other activities. The project will provide office furniture, IT equipment and internet costs, interim staff, and training for the municipality and other government partners.</p> <p>This support will help the Mayor's office provide oversight, management, and public outreach on these projects. Adequately furnished offices will enable staff to perform basic administrative functions required to improve delivery of public services, such as health, education, transportation, and security. Better training, furniture, and equipment will not only facilitate officials' meeting with citizens in a safe space, but enable the administration to fulfill their mandate of dispute resolution, revenue collection, public budgeting, and response to natural disasters, IDPs, returning refugees, and other issues critical to maintaining peace and stability. The enhanced capacity of the local government will increase transparency and access to information that should prove valuable to increasing public confidence in the administration. The grant should contribute to stability and peace in the region.</p>	<p>Lower Juba Region, Kismayo District, Kismayo Town Lat – 0.21367, Long – 42.32538</p>	<p>December 1, 2014 – November 30, 2015</p>
<p>DAIKIS007- Building communications & outreach capacity of Kismayo Municipality</p>	<p>None</p>	<p>\$2,194 Cleared</p>	<p>This grant will help to strengthen the Kismayo municipality's capacity to communicate effectively with constituents and engage media. The project will provide a three-day communications and outreach workshop for Interim Jubba Administration officials. This support will help the Mayor's office conduct better public outreach and engagement with citizens. The enhanced capacity of the local government will increase transparency and access to information that should prove valuable to increasing public confidence in the administration. The grant should contribute to stability and peace in the region.</p>	<p>Lower Juba Region, Kismayo District, Kismayo Town Lat – 0.224652, Long – 42.274322</p>	<p>November 18, 2014 – February 28, 2015</p>

<p>DAISOM043- Promoting women's leadership and peace-building skills in Somalia</p>	<p>Khadija Ibrahim Goh</p>	<p>\$50,180 Cleared</p>	<p>This grant will support a Somali Gender and Development expert to help women's organizations design and implement activities in all TIS areas. The project will provide equipment, travel and accommodation, salary, and other expenses for the expert to visit and support women's groups in planning activities, mobilizing and channeling volunteerism, and developing Gender Equity Strategies, and maximizing TIS grant impact. The Gender Equity Strategies should increase women's leadership and role in Somali society. The project should strengthen women's engagement with government and promote women's advocacy in all sectors. The improved support and expertise should help women reach their potential in conflict mitigation, peace-building, and stabilization in Somalia. The greater engagement with government partners should increase trust in the Somali government.</p>	<p>Lower Juba Region, Kismayo District, Kismayo Town Lat – 0.22, Long – 42.27; Galgaduud Region, Dhusamareeb District, Dhusamareeb Town Lat – 5.32, Long – 46.23</p>	<p>December 27, 2014 – January 29, 2016</p>
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XII. ACTIVITY ADMINISTRATION

PERSONNEL

Compared to the last three quarters, TIS experienced fewer staff leaving the project during this quarter. Only 4 staff departed the Nairobi office through voluntary resignation. This included the Operations Manager, Craig Berkenpas, who left the project in mid-October. He was replaced by Bill Barkle in late October. In addition, 7 staff left our Hargeisa office as we began to slow down TIS project operations in Somaliland. The 6 staff who remain in Hargeisa are now co-located with USAID's Partnership for Economic Growth project office. In contrast, the project welcomed 12 new staff. There have also been 4 internal merit promotions to build capacity and support career development as we encourage staff retention.

TABLE 7: STAFF ADDITIONS

Position	Name	Start Date	Office
Engineer	Dekow Mohamed Hure	17 Nov 2014	Nairobi
Procurement / Logistics Officer	Cosmus Mutunga Kithuku	8 Dec 2014	Nairobi
Monitoring and Evaluation Manager	Fredrick David Odhiambo	1 Dec 2014	Nairobi
Intern	Ware Adan Wario	1 Oct 2014	Nairobi
Intern	Fatuma Abdirahman	1 Dec 2014	Nairobi
Consultant	Esther Wango	29 Oct 2014	Nairobi
Field Assistant	Hassan Abdullahi Mohamud	6 Oct 2014	Hudur
Project Advisor	Abdisalam Abdillahi Hussein	25 Nov 2014	Garowe
Cleaner / Office Assistant	Amina Abdillahi Hussein	14 Dec 2014	Garowe
Intern	Abdinur Jama Mohamud	14 Dec 2014	Garowe
Consultant - Engineer	Mohamed Ahmed Ismaili	30 Nov 2014	Hargeisa
Consultant – Temp Driver	Mohamed Ali Egeh	1 Nov 2014	Hargeisa

TABLE 8: STAFF SEPARATIONS

Position	Name	Start Date	Office
Procurement / Logistics Officer	Leyla Harir Mohamed	14 Oct 2014	Nairobi
HR / Admin Officer	Abdinoor Mohamed	30 Oct 2014	Nairobi
Finance / Administration Manager	Hashim Shuria	31 Oct 2014	Nairobi
Procurement / Logistics Assistant	Hussein Yahya Kamau	9 Dec 2014	Nairobi
Driver	Ismail Hassan Ibrahim	30 Nov 2014	Hargeisa

HR / Administration Officer	Idiris Muse Elmi	31 Dec 2014	Hargeisa
Project Advisor	Iman Mohamed Omar	31 Dec 2014	Hargeisa
Gardener	Mohamed Ismail	31 Dec 2014	Hargeisa
Grants Officer / Engineer	Mohamed Saeed Omar	31 Dec 2014	Hargeisa
Cleaner	Sagal Abdi Muxumed	31 Dec 2014	Hargeisa
Cleaner	Zamzam Mohamed Farah	31 Dec 2014	Hargeisa

TABLE 9: STAFF PROMOTIONS

Position Change	Name	Effective Date	Office
From Senior Grants Manager to Operations Specialist	Alina Mutua	01 Nov 2014	Nairobi
From Database/Grants Manager to Deputy Senior Grants Manager	Abdillahi Salat	19 Nov 2014	Nairobi
From Receptionist to Administrative Assistant	Amina Ahmed	05 Dec 2014	Nairobi
From Senior Engineer to Senior Project Advisor	Abdikarim Nur	24 Nov 2014	Hargeisa

Challenges

We faced two main challenges with staffing and personnel this quarter. They were:

- *Filling of the M&E Officer position in Gaalkacyo:* The position was advertised several times but no suitable applications were received.
- *Hargeisa office close out:* Managing the expectations of the staff who left the project due to the continuing close out was a challenge, as is usual with loss of employment. Through meetings and mentoring, the reason for ending some staff contracts was explained.

CHANGES TO THE PROJECT

There have been no changes to the project this quarter.

CONTRACT MODIFICATIONS AND AMENDMENTS

There have been no modifications or amendments to the project this quarter.

ANNEX I: SCHEDULE OF FUTURE EVENTS

This annex contains a chronological list of all significant events planned in the upcoming reporting period that will contribute to accomplishment of the activity's indicators, such as trainings, opening ceremonies, bidding conferences, etc.

Date	Location	Activity
February, March, April	Galgaduud	Community planning events
February, March	Galgaduud	Civic engagement activity
January, February, March	Maroodijex, Sool, Awdal, Ceel Waaq, Dhobley, Kolbio, Raskamboni	Construction / rehabilitation of structures
March	Maroodijex	Provision of non-construction (in-kind) materials
January, February	Galgaduud, Maroodijex	Community Dialogue Events
March, April	Galgaduud	Technical Assistance to government

ANNEX II: LIST OF DELIVERABLE PRODUCTS

This Annex includes all products and deliverables that were produced during the reporting period. The documents can be found at their respective Dropbox link, where listed.

Planning Session Reports:

- Gaalkacyo-Galmudug
<https://www.dropbox.com/s/fqk8d765mw9u5un/TIS-DAI-Galkayo-Galmudug%20Planning%20Session%20Report.docx?dl=0>
- Galdogob – Puntland
<https://www.dropbox.com/s/t89d8186405yoin/TIS%20DAI%20Galdogob%20Planning%20Session%20Report.doc?dl=0>
- Garowe – Arts & Culture
https://www.dropbox.com/s/5ctoix2e8w3isg2/Reviving%20Somali%20Art_Culture%20and%20Sports%20Planning%20Session%20Report.doc?dl=0
- Kismayo – Mini-Planning Session
<https://www.dropbox.com/s/en8axox2e2qz55j/Kismayo%20Mini-Planning%20Session%20Report.doc?dl=0>

District Assessment Reports:

- Galdogob Report
<https://www.dropbox.com/s/iwnplhpdpnet7r/Galdogob%20Puntland%20District%20Assessment%20-%20Dec.pdf?dl=0>

Snapshots, submitted to USAID:

- Somali Women Lead Development and Political Reconciliation Efforts in Central Somalia
- USAID Supports Youth Soccer to Reduce Extremism in Baidoa
- New Technology Helps the Ministry Engage Women and Youth in Somaliland and Beyond

Community Dialogue Events (CDEs):

- Report from CDEs in Dif, Ceel Waaq, Dhobley, and Geriley
<https://www.dropbox.com/sh/kh6rxlhibs0ia5r/AADljzueRQOOKFG0pjdqiwt?dl=0>

Presentations to USAID

- TIS Presentation to Linda Atim
<https://www.dropbox.com/s/7hrqflpiz1zfhva/TIS%20Presentation%20-%20Dec.%203%2C%202014%20-%20VL%202%2045.pptx?dl=0>

Other Reports:

- Civic Dialogue in Galgaduud
- Kismayo Civic Engagement Report
- Civic Dialogue in Gedo

- Shovel Wheel Loader Training in Hargeisa
- Africa Center for Applied Research (ACAR) Evaluation
- Soyden Galgaduud Trauma Healing Report
- TIS-DAI Environmental Report

<https://www.dropbox.com/sh/I5izvhfvuv5q0xl/AABm5qsULoo-sMZPAuLpZOcta?dl=0>