



FINAL PERFORMANCE EVALUATION OF THE TRANSITION INITIATIVES FOR STABILIZATION PROJECT (TIS)

USAID ASSISTANCE: 2011-2016

TIS at a glance:

◆ **Goal:** Increase stability in Somalia ◆ **Cost:** US\$103 million

Implementing Partners: International Organization for Migration (IOM) and Development Alternatives Incorporated (DAI)

Approach: Implement projects that foster good governance, economic recovery and reduce the appeal of extremism

TIS Innovative Features:

- Multi-sector projects identified through 3-day long Community Planning Sessions (CPS) with local government, civil society and private sector, to encourage collaboration;
- Minimum of 40% women participation in CPS with separate break-out sessions;
- Projects implemented through District Administrations to help strengthen confidence in local government;
- Transparent procedures used for procurement.

EVALUATION: 2016

The main purpose was to assess the extent to which USAID’s stabilization activities in Somalia have met the project goal to increase stability in Somalia through targeted interventions that foster good governance and economic recovery and reduce the appeal of extremism in selected settlements. Also, to learn lessons about conducting stabilization activities in Somalia to improve future programming.

COMPILING THE EVIDENCE



Document Review



87 FGDs



221 KIIs



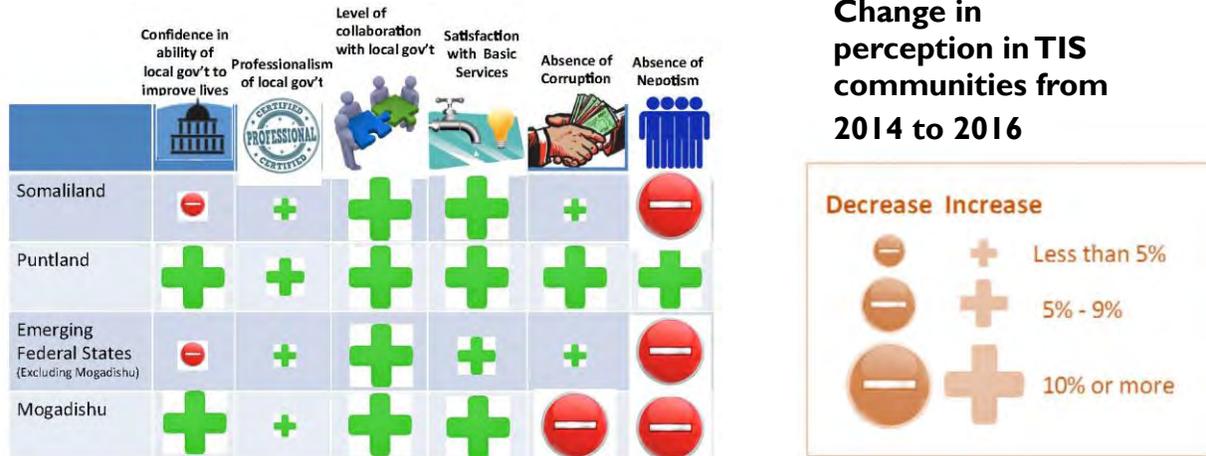
1719 Surveys

WHAT DID WE FIND?

- TIS contributed to increasing:
 - ✓ Confidence in the ability of local government to improve lives
 - ✓ The level of professionalism of local government
 - ✓ Community satisfaction with basic services
 - ✓ Collaboration between civil society, private sector and local government; and
 - ✓ Stability in TIS communities.
- TIS processes of collaboration and transparency have been or will be adopted by several important entities and actors.
- Most of the physical structures built by TIS continue to be put to good use, are used as intended, and are equitably accessible.
- Through the process of gender inclusive, community-based consultation, TIS has contributed to increasing the role of women in community-level decision-making.

Challenges identified:

- ✓ Nepotism was seen to have increased everywhere except one area, though corruption was perceived to have decreased.
- ✓ A number of infrastructure quality-related issues were reported, with occasional concerns about their location.



Recommendations

Strategic communications: There should be better communication to the general population of the message that the local government has brought funds to the community, has successfully implemented projects, and has done so through a collaborative process of community consultation.

Community Project Oversight Committees (CPOCs): To improve quality of infrastructure projects, there is a need to establish a local committee who live nearby and can monitor progress. The committee should include at least one member each of civil society, of the stabilization project team, and at least one member of government.

Engineering Oversight: The role of the CPOC in monitoring the construction of infrastructure activities should be strengthened by training them and giving them formal status. International engineers should provide oversight of infrastructure activities, while respecting the principles of local ownership and use of Somali engineers.

Sustainability Plan: To help ensure the sustainability of projects, there should be a sustainability plan prepared for each project. Furthermore, the role of the CPOCs should be expanded to include monitoring maintenance and the correct utilization of infrastructure after implementation is complete.

Budgeting: Settlements should not be assigned a fixed amount of available funds up front. Budgeting should not be a feature of the community prioritization process.

Master Development Plan: Instead of 'one-off' community planning sessions, a more effective and sustainable approach would be to assist each beneficiary settlement to develop a multi-year Master Development Plan using the TIS process and creating a steering committee comprising local government, TIS, development partners, civil society and the private sector.

Diversify Beneficiaries: Rather than designating the District Commissioners as the beneficiary of all TIS projects, introduce more diversification to avoid placing all authority and power in one individual's hands.