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SYLP

Somalia Youth Livelihood Program

QUARTERLY REPORT

(October 1 to December 31, 2008)

Prepared under USAID
Cooperative Agreement No. **623-A-00-08-00053-00**

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ACRONYMS AND ABBREVIATIONS

CTO	Cognizant Technical Officer
EDC	Education Development Center
ILO	International Labor Organization
SYLP	Somalia Youth Livelihood Program
USAID	United States Agency for International Development

EDC Somalia Youth Livelihood Program (SYLP) Quarterly Report
October 2008 - December, 2008
Associate Cooperative agreement No. 623-A-00-08-00053-00

I. Executive Summary

The Somali Youth Livelihood Program (SYLP) is a 16-month program whose purpose is to add to the stability and development of Somalia by engaging 1,200 Somali youth ages 15-24 years old in market-driven employment opportunities. The program proposes to launch a Livelihood Opportunities Resource Center (LORC) which will help youth gain work experience and strengthen the relationship between the private sector and youth education and training institutions. The program will be implemented by trained staff devoted to preparing young people for workforce readiness and work placement opportunities, in partnership with sub-grantees who will assume responsibility for specific areas of training and placement with the support and guidance of SYLP.

This period marked the first quarter of the EDC Somalia Youth Livelihood Program which took effect September 30, 2008. Activities yielded both achievements and helpful lessons learned that are informing EDC's plans for implementation and next steps.

The first quarter of SYLP was the start-up period. During this time we completed a rapid assessment, proposed reprogramming based on learnings from the assessment and conducted a trip to the field to advance key elements of the project.

The rapid assessment identified what successful youth livelihood programs in Somalia should include and greatly informed the development of the program description. Building upon that, EDC was then able to make significant progress against six key objectives of the start-up period by traveling to the field in December. This progress ranged from identifying core staff to introducing the project to the business, NGO, university/college and government communities. Through this trip EDC was also able to continue gathering key learnings about the context and potential stakeholders for the project. While some learnings posed challenges to the project, these lessons are helping to shape the vision of the project for greater impact and continued learning.

Overall, there was strong support for and interest in the SYLP initiative among all sectors, including particular interest among the business community regarding the industries upon which the project should focus. Interactions with a cross-section of people led to multiple lessons learned, ranging from target job categories to the process for training certification, among others.

Implementation of the project will begin once EDC has approval from USAID on the proposed reprogramming, revised budget and justifications, request to issue a sub-award to Souktel¹ and recommendations for key personnel. The priority next steps include hiring core staff, issuing a Request for Applications for potential implementation partners, designing and launching the SYLP website, formalizing relationships with the telecommunications company – Telesom – and the proposed sub-grantee Souktel and moving into office space.

¹ EDC has proposed to partner through a sub-award arrangement with Souktel, a US firm that helps developing countries organize IT-based youth employment systems. Souktel would provide an SMS-based “JobMatch” Technology that can match youth to jobs and entrepreneurial opportunities.

II. Program Achievements

The first quarter of SYLP combined a rapid assessment, proposed reprogramming based on learnings from the assessment and a trip to the field to advance key elements of the project. Major activities included:

- rapid assessment conducted by EDC home office staff in partnership with a local team leader and assessment consultant in October/November, including meetings with potential stakeholders and youth focus groups;
- submission of *“Proposed Program Description & Assessment Findings”* on November 25th along with revised budget that reflected programmatic changes discussed in the proposed program description;
- Hargeisa and Dubai field activities in December exploring opportunities for business, government and civil society partnerships, identifying the capacity and interest of telecommunications leaders to support the proposed text-messaging format for job matching, and interviewing candidates for several priority positions for the project, among other efforts.

Completing the assessment and submitting the above-mentioned documents were key achievements of the project which established a solid foundation for the implementation phase. Subsequent to those steps, the Implementation Plan was accepted by the CTO and EDC Project Director, Paul Sully, traveled to the field to launch SYLP. Progress was made during the start-up and further refinement of staffing needs and costs were identified.

Hargeisa and Dubai Field Activities, Challenges and Lessons Learned

Paul Sully traveled to Hargeisa between December 9 and 21st and to Dubai 21st- 24, 2009. He was joined for one week in Hargeisa by Jacob Korenblum of Souktel. Consultant Mohamed Hassan Nur (former Assessment Team Leader and future Opportunity Placement Director) coordinated the meetings. Mr. Nur and Mr. Sully traveled to Dubai on December 21st for two days of meetings which Mr. Nur also coordinated.

The trip had the following objectives:

1. Identify a Project Director, ICT Manager and Finance Manager
2. Create a solid link with the telecommunications company – Telesom – for the technology component which was defined in the November 25th program description
3. Introduce the program to the business communities in Hargeisa and Dubai
4. Introduce the program to the NGO, technical training and university communities
5. Begin discussions with the ILO on collaborating on the Hargeisa-based livelihood resource center
6. Set up/identify office space

1. Identify a Project Director, ICT Manager, confirm Finance Manager and Placement Director

Senior staff for SYLP include: Project Director (formerly known as Chief of Party²), Finance Manager, Opportunity Placement Director and the Youth Training and Preparation Director (formerly known as Youth Counselor) and ICT Manager.

Staffing objectives for this trip were to identify the Project Director, confirm a collaborative finance management staffing arrangement with the USAID-funded EDC SIRIP project, identify an ICT Manager and confirm the staff role for the Opportunity Placement Director. All of these staffing objectives were met and EDC hopes to make official offers of employment in Quarter 2. Summaries of the process and identified candidates follow here.

Project Director – (Key Personnel) EDC advertized locally and received 16 applications for the Project Director position. Five people were interviewed. The top candidate is Abdi Hashi Ahmed who currently works for the World Food Programme. He was by far the candidate whose skills and experience will contribute to the success of this program. (CV is in appendices and will be submitted with request to approve key personnel) Highlights of what he brings to the project include:

- 15 years experience in international NGO and private sector work;
- Good experience in budgeting, program development, working under budget parameters and within a large donor organizational structure;
- 3 years of substantive management and supervisory experience in many parts of Somaliland;
- Demonstrated negotiation skills and partner development with disparate communities and partners on behalf of youth;
- Good relationships with Somaliland Ministries;
- Private sector experience – 3 years – providing an understanding of private sector language and needs;
- Experience developing new program ideas, developing budgets and implementing them;
- Excellent reference from his supervisor, “always calms under pressure, always respective, encourages and mentors people around him and submits reports on time.”

Finance Manager – (Key personnel) Ayreen Aden Mohamed is the current Finance Manager for another USAID-funded EDC project in Hargeisa, SIRIP. Ms. Mohamed brings 10 years of experience at Care where she managed multiple projects and has performed very well for SIRIP. (CV is in appendices) Her demonstrated competency and capacity to take on additional work was reviewed with the SIRIP Chief of Party who recommended SYLP utilize the skills of the current staff to achieve efficiencies for both projects. EDC has proposed that SYLP assume 20%

² EDC will be proposing this title change in its request for approval of key personnel.

LOE³ of this Finance Manager as well as that of her team, including an accountant, logistician and receptionist/petty cash manager.

ICT Manager - While not a key personnel position with regards to the award, the Information Communications and Technology Manager (ICT Manager) is very important to the successful implementation of the program. As the programs' innovations, in part, rely on technology, this person's skills are very important to the program. EDC advertized for this position and received six applications, with one standing out as a top candidate for interview. Mustafa Othman, a Somali currently living in London, was interviewed by the Home Office Project Director and the SoukTel, Inc. representative who participated in the Hargeisa trip. Examples of the experience Mustafa brings to the program include: web design, database creation and use, training in ICT use, customer-focused international exposure, hardware and software. His references were excellent. From an NGO chairwoman he volunteered with: "good technical know-how, fantastic and enthused teacher and people person, calm, writes well, youth always liked his demeanor toward them- encouraging, clear communicator, always enthused about his work." (resume is in appendices)

Opportunity Placement Director – During this trip, the Opportunity Placement Director position emerged as increasingly vital to the program's success. Mohamed Hassan Nur, who was the Team Leader for the Assessment and then hired as a consultant to continue with approved components of the program, demonstrated extensive knowledge and a strong network among the business community. He set up two successful meetings in Hargeisa and Dubai among the business communities in each location. In addition to that, he brings pertinent knowledge gleaned from his international work experience in the USA, Malaysia, Saudi Arabia, and Canada. He has worked in telecommunications, has management expertise and has a well-shaped approach to dealing with youth, in part through his experiences as a former secondary school teacher. (resume is in appendices)

Youth Training and Preparation Director (formerly known as Youth Counseling Director). This position was advertized soon after the trip concluded. EDC received seven applications but none were deemed appropriate fits for the requirements of the job. EDC revisited a prior applicant for the Project Director position, Rahma Sagadhi, who had been one of the five interviewed for that position, examined her credentials against the other Youth Training and Preparation Director position applicants' and the requirements of the position and then discussed this job with her. Ms. Sagadhi quickly became the top candidate. She brings a strong set of skills to this position, including: expertise in school to work experience; preparing youth for work experience, job identification and work experience; employer relations management and coordination; gender diversity; and international work experience (UK). Her references were also excellent.

³ EDC will be proposing this staffing structure and reduction of LOE from 100% to 20% for the Finance Manager in its request for approval of key personnel. Explanation is included in the budget revision justifications submitted January 22nd.

Through the process of interviewing candidates, EDC determined that original salary estimates for most of the senior staff positions were not in line with the rates required to secure and retain top talent with appropriate experience and skill sets. In order to ensure program success and be a competitive opportunity for those identified as most qualified to take on these senior roles, EDC reviewed its salary rates and made adjustments which are currently under review in the revised budget submitted on January 22nd.

2. Create a solid link with the telecommunications company – Telesom – for technology component of the project

Telesom, the telecommunications company with the largest reach in Somaliland (and through cooperative technical arrangement with others in all of Somalia) is enthusiastic about the prospective partnership for the innovative use of cell phone technology. Jacob Korenblum of the proposed SMS “Match” technology sub-awardee, Souktel, arrived from Ramallah to participate in outreach and lead the technology components of the meetings with Telesom. With the assistance of EDC’s local consultant, Mohamed Hassan Nur, Mr. Sully and Mr. Korenblum met with the General Manager and the heads of IT, Marketing, Public Relations and Human Resources in separate meetings and were pleased to confirm that the Telesom system is compatible with the Souktel technology. It still needs to be tested further, but all the specs line up. Telesom is willing to co-promote and engage in other activities to support the service as well.

Since the trip, the EDC contracts office has generated a draft Memorandum of Understanding (MOU) (reflecting Souktel’s and EDC staff input) which local consultant Mohamed Hassan Nur can use to represent the project at negotiations with Telesom regarding potential rates and partnership details. This will lead to eventual agreement for final terms of use once reviewed by home office staff. The MOU will not be signed until final approval of the proposed program description and revised budget is received from USAID.

3. Introduce the program to business communities in Hargeisa and Dubai

The meetings with business leaders in Hargeisa and Dubai enabled SYLP to develop an initial network of stakeholders and to gather key information about industry and market needs in regards to employment and training for youth. Paul Sully and Mohamed Hassan Nur met with 14 business leaders in Hargeisa, including the Chamber of Commerce. In Dubai they met with five business leaders and one international business consultant (as an unpaid resource person). (Lists of all attendees are in appendices below). Through these meetings, Mr. Sully and Mr. Nur secured various levels of commitments based on a template that they created in advance for the following activities: to participate in a private sector advisory council, to hire youth participants, to create and host work experience internships and apprentices, to advise on competencies for select areas for certification of training, to recommend participation of other businesses in the project, and to advise on business growth areas where select training investments would be most efficiently used.

In addition to the business leaders asking questions about the project, they recommended that SYLP focus on key sector areas and recognize business issues that allow them to effectively compete. There was a push to focus on hospitality, alternative energy production [wind produced electricity], dairy operations, fisheries, livestock husbandry, meat packing and shipping improvement. Additional input was collected outside these meetings which encouraged SYLP to recognize the immediate needs for accounts people, lab technicians, marketing people, and select construction laborers.

The Dubai-based Somali business community directly control more assets and conduct business throughout the country – Somaliland, Puntland and South Central region. They were welcomed to this program and were enthusiastic about their potential involvement.

4. Introduce the program to the NGO, technical training and university community

SYLP held a meeting in Hargeisa with over 20 NGO, technical training and university education representatives from Hargeisa, Burao and Lasanood to introduce the project. (Lists of attendees are in appendices). These organizations expressed interest in supporting the project in the following ways: to enroll youth in their programs in the SYLP database, to offer training in select skills areas, to offer counseling and other mentoring and support to youth participants, to host interns in their operations, to design new training and to offer staff people to participate in key trainings. There was interest in the sub-award process and they were all invited to submit their implementation ideas in writing. In addition to this meeting, a separate lengthy meeting was held with the new President of the University of Hargeisa, Dr. Bulhan. He shared his vision for the university and was informed of SYLP. He was most interested to enter into some collaborative arrangements including considering the idea of a satellite Youth Livelihoods Resource Center at the University site.

EDC also had meetings with the Board of Examiners on certification requirements for technical training in early January, 2009 which is helping to shape SYLP's understanding of the collaboration needed between the Board and potential sub-grantees of the project.

5. Begin discussions with the ILO on collaborating on the Hargeisa-based livelihood resource center

Mr. Sully and Mr. Nur had an extensive meeting with Paul Crook, Chief Technical Adviser, ILO Somalia, and his associates: Abdi Abokor Yusuf, Abdikarim Egeh Ahmed, and Ahmed Said Mohamed, to discuss potential areas of cooperation, including how SYLP may be engaged in supporting an expansion of services for the ILO-supported Hargeisa-based career resource center. The meeting also covered other aspects of addressing a more comprehensive labor market system for Somaliland. It was recognized that various efforts may do better if they were coordinated. EDC also learned of the dual claim by the Ministry of Education and the Board of Examiners over the control of technical certification. According to Paul Crook, it remains an issue for the government to resolve and may take some creative and nuanced leadership to guide this element of the program's efforts.

Other government linkages

While in Hargeisa, Mr. Sully was able to introduce SYLP to the Minister for Planning, Ali Ibrahim. Mr. Ibrahim strongly urged that maximum program resources be used on vocational training and wanted to be apprised of the project's final technical plan.

While in Dubai, Mr. Sully and Mr. Nur met H.E. Ahmed Abdisalam Adan, the Deputy Prime Minister & Minister of Information, Youth and Sports for the Transitional Federal Government who strongly urged a role for USAID with youth in all of Somalia. Mr. Adan perceives that the timing is right for this kind of engagement.

6. Set up office space

An office location has been identified in Hargeisa which can co-house the two EDC projects based in this city: SYLP and the pre-existing SIRIP. Mr. Sully met with the Chief of Party of SIRIP to discuss the benefits and potential opportunities of having an already established, operating EDC program in Hargeisa. The SIRIP office has already supported SYLP's needs for cash transfers to the field, provided assessment training space, and is providing office space for SYLP local consultant Mohamed Hassan Nur. The issue of space needs and the efficiencies of co-location were reviewed and it was determined that the most efficient plan would be to co-locate the two projects. SIRIP would maintain the majority of space and SYLP would utilize a smaller section based on staffing size and needs. Upon approval of the SYLP budget, SYLP will formally co-locate with SIRIP.

III. Lessons Learned and Challenges

During the December trip to the field, EDC was able to make significant progress against each of the six start-up period objectives described above while also continuing to gather key learnings about the context and potential stakeholders for the project. While some posed challenges to the project, these lessons are helping to shape the vision for greater impact and continued learning.

Key lessons learned during this quarter – and the challenges associated with some of them – include:

- Overall, there is strong support for and interest in the SYLP project across all sectors.
- EDC was off-target in its salary estimates for some of the core staff positions, making the original salary rates too low to secure top talent for project success. This lesson posed a challenge as it has required budget revisions and resulted in a delay in hiring people into these important roles.
- There are key industries which may be more prime for inclusion in the SYLP portfolio of training and job matching, including hospitality, alternative energy production [wind produced electricity], dairy operations, fisheries, livestock husbandry, meat packing and shipping improvement.

- SYLP may also want to consider immediate needs for accounts people, lab technicians, marketing people, and select construction laborers in its portfolio.
- The certification of training and experience for youth may involve multiple partners and will require increased coordination between government agencies (or agency), SYLP and sub-grantees.
- EDC can achieve greater efficiencies by co-locating its two Hargeisa-based projects, SYLP and SIRIP.

IV. Next Steps

EDC has recently submitted a revised budget with justifications to USAID based upon learnings from the December trip to Hargeisa, is in a review period with the Mission of the key sub-awardee, Souktel, and is about to submit recommendations for key personnel and other details needing USAID approval. The following next steps are all pending approval of these changes:

- Issue a Request for Applications to registered NGOs, universities, colleges, training institutes and businesses in order to receive applications to implement components of the program through a sub-award structure. SYLP will facilitate an orientation session in order to provide more information on the project and to answer questions about the RFA between its date of issue and the application due date.
- Officially hire lead staff and begin recruiting remaining staff for specialist and support positions in Hargeisa, Burao and LasAnood.
- Move into SYLP office and establish Hargeisa Livelihood Resource Center location.
- Finalize and enter into agreement with Telesom regarding the SMS technology component of the project.
- Further test Souktel technology integration with Telesom systems.
- Design and launch SYLP website.
- Review capacities of potential partners that emerge through the RFA process. This may lead the core SYLP team to design and deliver additional training of trainers, convene meetings across stakeholder groups and/or facilitate workshops on the key skill areas to be developed in youth.

In addition, the project will also undertake the following in the next quarter:

- Identify possibilities for regional consultants for hospitality, alternative energy and dairy operations, as well as possibly for career counseling (depending on response to RFAs).
- Conduct final interviews with identified candidates for core positions. These interviews will include representative(s) from the Ministry of Labor in accordance with Somaliland Labor Codes.

V. Security Issues

Somaliland continues to benefit from relative calm apart from Somalia, a factor that EDC hopes will provide stability to the Somalia Youth Livelihood Program in Hargeisa, Burao and LasAnood. During this reporting period there was a suicide bombing in Hargeisa in the month of October. This did not have an impact on the Assessment Team, their activities or the overall project. To date, security issues in and around Somalia have not had an impact on the project, but EDC will continue to monitor the various situations, including the resignation of Transitional Government President Abdullahi Yusuf Ahmed, the departure of the Ethiopian military and the ongoing positioning for power among different factions and groups.

VI. APPENDICES

- A. Abdi Hashi Ahmed CV
- B. Mohamed H. Nur resume
- C. Mustafa Othman resume
- D. Ayreen Aden Mohamed CV
- E. Business communities meetings lists
- F. NGO and university meeting list

Curriculum Vitae

Personal Details

Abdi Hashi Ahmed
World Food Programme (Somalia)
Hargeisa Sub Office
Phone: +252 2 4001450
Cell-Phone: +252 2 5555554
Email: ahashi81@gmail.com
babahinda2@yahoo.com

Personal Profile

I am an outgoing, reliable and enthusiastic person. I am humorous, dynamic, adaptable, output-oriented and spirited team player. With over a decade and half experience in relief, recovery and development work. I have acquired extensive field experience in working with partners and stakeholders in Somalia, Kenya and South Sudan.

Achievements

- Improved by 40% the efficient implementation of Schools Feeding Programme through increased monitoring and trainings.
- Established and tapped resources from partners and communities, thus, expanding WFP assistance to schools by 300% in 3 years.
- Empowered 13 vulnerable groups in Somaliland by tapping on their creativity to mobilize resources for economic development through Food for Assets Creation programme.
- Negotiated safe passage for 6 Food for Education programme in parts of Sool region

Key Skills

- ❑ Experienced in establishing beneficial working relationship with Government, partners and stakeholders.
- ❑ Skilled in developing sources and methodologies of data collection, analysis and interpretation.
- ❑ Ability to think, act strategically & contribute to Team building.
- ❑ Skilled in using participatory tools like PRA and SEAGA.
- ❑ Knowledge of mandates, policies and guidelines pertaining to humanitarian aid and development.
- ❑ Understanding of and commitment to using security conscious approaches to work.
- ❑ Ability to identify, tap & mobilize people skills and analysis on opportunities, hazards & risks, developing scenarios and plans on how to respond them efficiently and effectively.

- ❑ Ability to work under difficult conditions effectively with people of different national and cultural backgrounds, work with accuracy under time constraints and pressure

Career History

World Food Programme – Somalia (2004 – Current)

Snr Programme Assistant (Focal person for project review committee and Food for Education programme in the North Western Zone)

- Responsible for programme management of Food for Education (FFE) projects which includes implementation, monitoring and evaluation of FFE programs and activities in Somaliland.
- Develops and sustains liaison with key professionals, Government and other organization engaged in the field of food security, recovery and development;
- Reviews present plans and develop mid and long term strategies for WFP's activities in this sector.
- Oversees preparation and dissemination of timely analytical and critical reports including project proposals and improvements in operation and scope of FFE programme.
- Assess cooperating partners' performance including utilization of resources, training and achievement.
- Liaises with project implementing authorities and undertake visits to view project outputs and beneficiaries, inspect storage places and points where WFP commodities are received in Somaliland, in order to ensure that progress is made in the achievement of project objectives.
- Carries out advocacy and information related tasks for programme activities such as making interventions and presentations in meetings, workshops, seminars and missions.
- Design and maintain databases of indicators relating to food security and WFP projects;
- Provides continuing liaison with bilateral food aid programmes, with UN agencies and with NGOs providing technical or other forms of assistance to WFP assisted projects;
- Assists the government on the maintenance of all records, accounts and books as stipulated in the plan of operations or the Letter of Understanding and ensure that reports required for WFP are accurate and provided as scheduled.
- Prepares periodic reports on the progress of operational projects and related government plans;
- Ensures compliance with WFP's policies criteria and procedures with respect to food aid in the fields of Food For Education.
- Assist Hosos and Programme Advisors in all matters related to the WFP recovery and rehabilitation programmes and bring to the attention of appropriate country staff any evolving emergency situations in the field;
- Supervises other FFE programme staff; provide training and technical guidance in their work.
- Assisted in designing, field - testing and data management of relevant performance-M & E tools, from formulation stage through completion.

Al Hijra Limited – Kenya (Parent Company 1999–2004) Board Member

- ***South End Insurance Brokers (CEO)***
- ***Tyres & Wheels (Board Member)***

Managing Director

- Provided leadership in identifying, developing, managing and directed the company's needs and activities so as to achieve the company's business goals.
- Contributed to formulation of policy and strategy as a board member.
- Planned and implemented marketing strategy including sales and customer retention.
- Recruited, managed and developed staff to be competitive.
- Maintained and developed networks that were beneficial to the growth of business.
- Planned and managed communications and awareness of corporate activities and maintained the image and reputation of the company.

Northern Aid– Kenya (1999–2001)

Programme Officer

- Conducted background research, developed profiles, identified needs and facilitated negotiation with donors, beneficiaries and partners.
- Developed and implemented participatory tools for identification of community needs, opportunities and constraints.
- Facilitated the participation of women, youth, minorities & vulnerable groups in projects activities through a targeted cluster approach.
- Prepared frequent progress & evaluation reports, and donor reports.
- Participated in strategic planning process and designed new initiatives like all-inclusive participatory to strengthen gender, local education and HIV/AIDS awareness.

Catholic Relief Services – South Sudan (1994–1998)

Assistant Field Coordinator

- Coordinated matters related to food delivery, monitored storage and planned distribution ensuring proper entitlements to beneficiaries.
- Collected baseline data on nutrition & food security status of IDP.
- Established beneficial working relationship with counterparts.
- Compiled monthly narrative and statistics reports to CO.
- Ensured women were targeted as recipients of Food aid.
- Encouraged and participated in identifying the targeted HH to benefit from distribution of seeds and tools.

Education Qualifications

Post Graduate Diploma (Rural Development)

Kenyatta University 2001

Bachelor of Arts (Social Work)

University of Nairobi 1992

Trainings & Workshops

- ❑ Disaster Preparedness & Drought Cycle Management Training.
- ❑ Participatory Tools and Approaches Training.
- ❑ Food for Education/Asset Training.
- ❑ Minimum standards for Education in Emergencies.
- ❑ Peace and Reconciliation.
- ❑ Financial management training.
- ❑ Programme Monitoring and Evaluation Training.
- ❑ Emergency Food Security Assessment Training.
- ❑ Advanced security in the Field training.
- ❑ Effective Communication Training.
- ❑ Gender issues in development.
- ❑ Project cycle management.
- ❑ Results based management training.

Languages

- English, Swahili, Arabic and Somali.

Referees

Dr. Abdullahi Khalif
National Programme Officer
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Profile:

- **Over 15 years experience of managerial positions dealing with people of all backgrounds.**
- **Experience in working with local and International NGO's in project development and assessment (needs, resources, monitoring and evaluation).**
- **Managed multi-million \$\$ telecommunication projects.**
- **Established and operated quality control labs.**
- **Taught secondary and post-secondary schools.**
- **Possess excellent oral, written, and interpersonal skills.**
- **Possess excellent computer skills in MS Office Suite such as MS Excel, PowerPoint, Access and MS Project.**
- **Speak English, Arabic, and Somali**

Experience:

2007 - Present

Horn of Africa Association for Development of Education and Health, **Burao, Somaliland**

Executive Director

- Direct community development projects, i.e. after school programs, capacity building workshops/seminars for women, youth groups and local governments.
- Devised programs in support of Burao University for their rural in-service teaching programs.
- Initiated establishing Community Based Natural Resources Mgt. in partnership with German Agro Action Group, addressing the TUUYO Plateau of 1,200 km² degraded pastoral and agricultural land.

2005 - 2007

Somtel: **Major Telecom Operator, Hargeisa, Somaliland**

Project Manager

- Directed the implementation of complete turnkey-key cellular operation.
- Set up an organizational development strategy by managing the planning of a structured business development procedure such as budgeting, staffing, procurement and cost control.

2003 -2005

Horn of Africa Community for Peace and Development (HACPAD), Ottawa, Canada

Program Officer

- Fostered debates on election processes and voter education; voter registration and media election coverage strengthening; and voting procedures.
- Provided after-school programs for high schools students, and mother and toddler literacy classes.

1997 - 2003

KUB Telekomunikasi, Kuala Lumpur, Malaysia

Corporate Affairs Manager.

- **Successfully established the first Joint Venture telecommunication project financed by Malaysia in Mogadishu, Somalia.**
- Responsible for supervision of all activities of the employees including employee selection, career development, succession planning and working out compensation and rewards.
- **Initiated research on situational assessment such as strategic planning, assessment of resources, technology, economic and political developments.**

1989 – 1997

Kansas Quality Control Labs, Kansas City, USA and Riyadh, Saudi Arabia

Regional Lab Coordinator

- Reported to lab director, analyzed and integrated all regional quality control test results.
- Posted to Riyadh, Saudi Arabia, as consultant to establish similar labs for the Ministry of Trade.

1984-1988

Ministry of Fisheries, Mogadishu, Somalia

Advisor/Teacher

- Advisor to Director of Fisheries Development unit in areas of fisheries mgt., coastal development and advancement of marine businesses opportunities.
- Teaching marine courses (Biological, Chemical and physiological oceanography to students of Fisheries and Marine Studies Institute in Mogadishu.

1983 – 1984

Port of Portland, Portland, Oregon, USA

Marketing Officer

- Responsible for equipment and port service pricing.
- Research and assessment of competitor's performance.

1978-1980

Mennonite Mission High School, Jowhar, Somalia

Teacher

- Mennonite Mission High School

Education:

1983

Oregon State University, Corvallis, Oregon, USA

M.Sc. in Oceanography: Specializing in Resource Management

1978

Somali National University, College of Education, Afgoyi, Somalia

B.Sc. Chemistry/Math

Mustafa Othman

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PROFILE: I am computer literate; I have substantial knowledge of software development life cycle. I am highly motivated individual eager to use my experiences and eager to learn from others. I am hard worker and reliable. I am excellent timekeeper, I take pleasure in meeting new people and I can adapt to new environment easily. I would like to use my skills to make a positive contribution to my place of work and get on well individually and as a member of a team. I am aspiring to work in Somaliland if given the chance.

EDUCATION

UNIVERSITY OF WESTMINSTER

01/06/2006 BSc (Honour) Computer Science

Modules: Project management, Computer Programming (C++, Java, SQL, PHP, HTML, Oracle, Perl and RAD), Computer organisations & system software, Database theory and design, Systems Analysis, Networks & Communication, E-commerce system implementation and more.

HAMMERSMITH AND WEST LONDON COLLEGE

**15/07/2003 A' Level (Double) Information Communication
Technology**

WORK HISTORY

25/03/08 to present Royal Borough of Kensington and Chelsea – Centre Advisor

DUTIES: Advising on the seven main residents services that the council offers including Council Tax, Parking Permits, Housing, Benefits, Licensing and Environmental Health. I am also responsible for training all council staff on the use of the Q-matic the council queuing system, BSL Video Link System and Type Talk primarily used by residents with disability. I am also involved in the rolling out of new IT system in the Customer Services Centre such as GovMatric which is new initiative to capture customer feedback face-face, over the phone, website and e-mail.

01/10/06 to 25/03/08 Midaye SDN- Project Coordinator

DUTIES: Coordinating educational projects, fundraising, recruiting, planning, writing annual reports, monitoring and evaluations, administration, resolving complaints, liaising with professional organisations, negotiating on behalf of clients, creating database for new

projects, resolving network problems, training volunteers on databases systems, monitoring and maintaining the organisations network and strategically planning for future services.

02/07 to 04/07

Lancaster Youth Centre- Computer Maintenances - (evening)

DUTIES: Installation and maintenance of computers; advising youth on computer parts; system administration, putting together a computers from scratch, delivering short presentations on computer parts.

01/06/06 to 9/06

City Wide Learning- Assistant ICT teacher - (Sheffield)

DUTIES: Supporting professional adults to develop basic but essential ICT skills. To support learners with MS Office package including Microsoft Access, Word, Excel and PowerPoint, to support learners develop basic literacy skills and general administration.

21/06/05 to 9/05

Union Income Benefits- Administrator - (Part-Time)

DUTIES: Selling income insurance to trade union members and advising them on the best insurance policy available to them. I also worked with colleagues as a part of a team to reach monthly sales targets and occasionally worked in the customer service department resolving customer queries..

07/10/02 to 10/03

Marks and Spencer - Sale Assistance

DUTIES: Placing stock on shop floor, serving customers, cash handling, operating the tills, counting daily takings, working as part of a team to satisfy customer's needs by helping each other to bring up all stock which should be on the shop floor, dealing with customer complaints, stock control and occasionally training new staff.

01/12/00 - 20/05/02

J Sainsbury's - Checkout Assistant

DUTIES: Serving and assisting customers, handling cash cheques and EFT, recording daily takings, supervising new employees and training them on the tills, putting stock on the shop floor.

TRAINING: I completed delivering great service at Levels 2 and 3. I completed these two training courses in my time at J Sainsbury's, which helped me to develop my skills in dealing with customers. I put what I learned to the test many times in my work at J Sainsbury's and gained lots of confidence from the satisfaction of customers. This changed my whole approach to customers.

HOBBIES/INTERESTS

- Reading to enhance my knowledge
- Going to the gym twice a week.
- Playing basketball and table tennis.
- Going to movies, concerts, and community annual celebrations.

REFERENCES

Rabea Begum, Team Leader

Royal Borough of Kensington and Chelsea
Town Hall, Hornton Street
London, W8 7NX (UK)
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Rabea.begum@rbkc.gov.uk

Ms. Ghino Ghafar, Centre Manager

Lancaster Youth Centre
128a Lancaster Road, London W11 1QS (UK)
02072212197
Ghino.ghafar@rbkc.gov.uk

Mubarak M Omar, Monitoring and Evaluation Officer

German Argo Action
Somaliland
+252-2-4438234
Mubaarik9@hotmail.com

Mrs. Waris Mohamoud, Chairperson

Midaye SDN (Formally known as SOMCO)
Unit 6, 7 Thorpe Close, London W10 5XL (UK)
020 8969 7456
somather@hotmail.com

CURRICULUM VITAE

Ayreen Aden Mohamed

Personal & Contact Information:

Nationality: Somali

Contact: Mobile: +252-2-4426842
Resident: +252-2-521510

E-mail: amohamed@edc.org

Date of Birth: 1968

Place of Birth Hargeisa

Marital Status: Married

Working Experience:

✓ **April 2006- up to date as Admin & Finance Manager (AFM) at Education Development Centre (EDC) on the Somali Interactive Radio Instruction Program (SIRIP) for the primary education. Responsibilities/Duties are to:-**

Responsible: assisting the EDC Chief of Party to accomplish all financial, management, and administrative tasks related to EDC's cooperative agreement with USAID. Designing and maintaining financial and administrative system and procedure for office/project, ensure that internal and external financial and administrative reporting requirements are met in accordance with the EDC procedures and standards and donor requirements. Responsible submitting monthly Financial/Forecast reports to Head office, Supervision and monitoring of the implementation of human resources & administration policies and procedures, performance management, human resource development and compensation systems.

Key Duties:

- Responsible for financial oversight for the project, ensures that project systems for financial management and reporting are in line with USAID financial policies & procedures
- Work closely with EDC home office accountant and Regional Finance Manager on financial management issues.
- Work closely with SIRIP Regional Coordinators, and CoP to collect and analyze implementing partners' monthly, quarterly and yearly financial reports.
- Ensure that project practices abide by USG general accepted accounting procedures.
- Manage field budgets including monthly expenditure report to EDC home office and submitting budget projections.

- Reconcile monthly bank statement and verify all deposits.
- Maintain and regularly update inventory of all equipments including: educational materials, office accessories etc.
- Ensure procurement of goods and services are in line with donor rules and regulations
- Make sure that costs are allowable
- Assist outside auditors as necessary
- Coordinate all logistical aspects of project administration including arranging travels and visas, processing travel advance.
- Provide administrative support to senior managements, COP, Education Advisor and project director, including advice on financial and administrative issues
- Supervise the financial and administrative staff.
- Provide support training and advice to staff as required.
- Coordinate with other NGOs to share information on areas of common interest with regard finance, administrative and HR issues.
- Administrate human resource functions such recruitment, promotions, transfers, salary and benefits, grievance, disciplinary matters etc are carried out according to organization's HR policy and country's labor code.
- Ensure that all the supervisors are well acquainted with Performance Management and job requirement
- Establish and maintain comprehensive personnel record system in the office.
- Prepare accrued benefits report for national staff every quarter.
- Ensure that personnel files are adequately maintained for all national staff.
- Keep an up to date record of all staff contracts and probationary period and coordinate the contract renewals with COP
- Process the staff separation and ensure that the procedures followed are in accordance to EDC policies.
- In consultation with COP, coordinate and participate in the resolution of labor cases against Organization.

✓ **March- 1999-2006- Senior Human Resource and Training Officer at CARE International in Somalia/South Sudan. Responsibilities/Duties are as follows to:**

Responsible for supervision and monitoring of the implementation of human resources & administration policies and procedures, performance management, human resource development and compensation systems.

Key Duties:

- Administrate human resources function such as recruitment , promotions, transfer, salary and benefits, grievance, disciplinary matters etc are carried out according to organization's HR policy and country's labor law.
- Ensure that the recruitment of new human resources is done as per the HR manual and job requirement.
- Establish and maintain comprehensive personnel record system in the office.
- Maintain staff leave record, annual leave plans and provide leave status report to all concerned persons.
- Prepare accrued benefit report.

In coordination with the Team Leader and head of departments, develop and implement comprehensive staff development plans to upgrade staff capacities and skills.

- In coordination with Team Leader and Training Officer in Head quarter, undertake training needs assessment of the Hargeisa staff and regularly report to Training Officer in HQ.
- Coordinate the training activities and document the results and report to Staff Development Unit in HQ.

✓ **1996-1999 Finance Officer at Care International in Somalia/South Sudan.
Responsibilities were to:**

Responsible for the smooth running of the CARE Hargeisa financial activities and preparation of accrued benefits summary, which should be reconciled with figures in Nairobi office. And ensuring the program funds spent by NGO partners.

- Review all financial payments and ensure all the required documents are made properly.
- Approve petty cash vouchers
- Summary all cash projects of programs and program support and send to Nairobi for cash transfer.
- Ensure monthly a financial report is submitted on time.

✓ **1993-1995 Secretary Petty cashier at CARE International Somalia/South Sudan**

- Receives & screens office visitors, maintains register for the purpose
- Keep record of internal & external appointments and reminds the concerned officer.
- Prepare a monthly report on the amount of fuel consumed during the month by the Vehicle and Generator.
- Make arrangements for transport, travel other logistics for CARE staff
- Prepare monthly petty cash report

Educational Background:

1988-1989	Business Accounting and management, Sidam Mogadishu, Somalia
1983-1984	Commercial Training Center, Hargeisa Somaliland, provided Diploma

Professional Skills

2004	Georgetown University, Correspondence at University Hargeisa in course in business communication, attained Diploma.
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	Cambridge Tutorial College, England, UK Correspondence course in Management, attained a Diploma, sponsored by CARE International in Somali/South Sudan.
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- 1998 Attended MANAGEMENT course at Somali Institute of Development Administration and Management (SIDAM) in Hargeisa, Somaliland and attained Certificate.
- 1997 Attended six months Financial Accounting Course at the African Institute of Development Administration and Management (AIDAM) in Hargeisa, Somaliland.
- 1996 Attended and successfully completed basic and advanced Computer training packages at the African Institute of Development Administration and Management (AIDAM) in Hargeisa, Somaliland.

Workshops Attended:

- 2008 Attended 5 days financial software (Quick book) training in Nairobi
- 2008 Attended 3 days USAID Rules & Regulation in Lusaka, Zambia
- 2005 Attended one month Basic Counseling course at AMANI Counselling Center in Nairobi.
- 2005 Attended four days Performance Management Course conducted by CARE SSS.
- 2001 Participated four days Human Resources Point Person Training in Lake Baringo country club, Kenya. Sponsored and conducted by CARE SSS.
- 2001 Participated three days Customer CARE course in Nairobi, Kenya. Facilitated by Manpower Services and sponsored by CARE SSS.
- 2001 Participated four days IOP (Individual Operation Plan) workshop in Hargeisa, Somaliland. Sponsored & conducted by CARE SSS.
- 2001 Participated twenty- eight days SCALA training workshop in Nairobi, Kenya. Sponsored by CARE SSS.
- 2000 Attended two days BUDGET workshop in Hargeisa, Somaliland. Sponsored by CARE SSS.
- 2000 Participated five days Training of Trainers (TOT) workshop in Hargeisa, Somaliland. Sponsored by CARE SSS.
- 1999 Participated three days RBA (Right Based Approach) workshop in Hargeisa, Somaliland. Sponsored by CARE SSS.
- 1999 Participated two days Sub-Grant management workshop Hargeisa, Somaliland. Sponsored by CARE SSS.
- 1998 Participated three days SUPERVISORY SKILLS training workshop in Hargeisa, Somaliland. Sponsored by CARE SSS.
- 1997 Participated three weeks training on FIS (financial information System) in Nairobi. Sponsored and conducted by CARE SSS.

Languages:

Languages	Speaking	Writing	Reading	Listening
1. English	Excellent	GOOD	Excellent	Excellent
2. Somali	Excellent	Excellent	Excellent	Excellent

Referees

Professional:

1. Said Yasin

Education Development Centre

Chief Of Party

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2. Timoty Moui

Care International

Team Leader & Sub Office Coordinator Somaliland

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3. Abdihakim Ahmed

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SCOTT Program Manager

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4. Umami John

Care International

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SYLP Private Sector Meetings: Hargeisa and Dubai, December 2008

#	Dubai contact	Business Name	Sector
1	Mohamed Djirdeh	Sahan Commercial LLC	Trading & Money transfer
2	Abdullahi A farah	Jubba Foodstuff LLC	Commodities
3	Mohaiden M Sheikh	Dalsan Industries	Industries
4	Abdi Nur Aden	FreeSky Tours	Travel & Tourism
5	Mohamed Yasin	Daallo Express	Airline carriers

#	Hargeisa Contact	Business Name	Sector
1	Ibrahim S Ismail	Centre For technology	consultancy
2	Abdikarim M Eid	TELESOM	Telecommunications
3	Abdullahi Dirie Jama	Somaliland Chamber of Commerce	Business Coordination
4	Mohamed S Jama	Daryeel Construction	Construction
5	Mohamed Yusuf Iman	Centre for technology investments	Consultancy
6	Abdullahi Farah	Green Valley Dairy Farm	Dairy Products
7	Adan Manager	Adan Ahmed Deria &Co	Livestock export
8	Jamal A Ibrahim	Burao Hides & Skins	Tannery
9	Amina Farah Arshe	Berbera Fibreglas Red sea Salt production	Marine resource & salt Production
10	Abdillahi Mohamed	SNOOPY	Hospitality
11	Hassan Ahmed Hassan	Hadwanag Enterprises	Hospitality
12	Seleban A Grama	Somaliland Consultant	Consultancy
13	Abdukadir Iman Warsame	Universal engineering & Consultancy group	Building Industry
14	Ahmed Guled/Jamal Aideed		Diaspora

NGOs Contact list

(Dec 14, 2008 Meeting in Hargeisa)

#	Contact Name	NGO name
1	Assal Youth Organisation	Huda Haruun Jama
2	ADRA	Mohamed Mohamud Adan
3	Ilays Educational Academy	Abdisalam M.Hussein
4	Muslim Aid Somaliland	Fardus Mohamed /
	Muslim Aid Somaliland	Elizabeth Parker
5	Candlelight for Health, Education and Environment	Ahmed Ibrahim Awale
6	Link Youth Voluntary Org (LYVO)	Abdulqani Abdillahi Diriye
7	Somaliland National Youth Umbrella (Sonyo)	Mohamed A. Mohamoud Rita
8	Danish Refugee council	Mark Nagle Hassan Adan
9	University of Burao	Yusuf Mohamed Hersi
10	Solidarity Youth Voluntary Org.(SOYVO)	Adan Ismail Geedi
11	Horizontti Team RY	Ahmed Saleh Barre
12	Life International	Symon Kearie
13	Partner Aid International	Matt Smith/ RON Powel
	Partner Aid International	Fouzi Dheg
14	Save Children Denmark	Mr. Adan Y Hussein Mrs.Kariua Klevin
15	Doses of Hope Foundation	Rashid Sulub
	Doses of Hope Foundation	Faisal Ahmed
16	Terre Solidarity	Rashid M. Abdi
	Terre Solidarity	Maurizio Gatti (Ts C. Mrg)
17	Yesdo	Abdirahman Hasan Hamud
18	Horn of Africa Voluntary Youth Committee (HAVOYOCO)	Adan Elmi / Qadaafi
19	Sooyaal	Eng.Hassan
20	University of Hargeisa	Hussein Bulhan
21	University of Nugaal (Lasanood)	Abdinasir Mohamed Barre
22	Amran Academy	Zahra Adan Guleed
23	Vocational Training Center	Abdikarim Ibrahim