

USAID/SOMALIA

Fiscal Year 1999 Results Review & Resource Request

FINAL

March 7, 1997

Part I: Overview and factors affecting program performance

Political and Security Environment

During the past year, Somalia has remained a fragmented country, with no apparent progress being made toward the formation of a consensus national government. However, the long, slow process of reconciling warring clans has shown some encouraging signs of improving security in certain areas of the country, particularly in the Northeast. One significant event was the death of a major faction leader, Mohammed Farah Aideed, long an impediment to the peace process in the country. However, his son, Hussein Mohammed Aideed, who was selected to replace him, has thus far not significantly changed the stance adopted by his father. Of equal political importance is the growing influence of the radical Islamic fundamentalist group, Al-Itahad, which could well emerge as the most powerful political force in Somalia.

There have been several efforts by the Organization of African Unity (OAU), the governments of Kenya and Ethiopia, the Arab League, and others to broker national reconciliation among the warring clan factions in Somalia. In October 1996, under the aegis of Kenya's President, Daniel arap Moi, the principal factional leaders met in Nairobi. This was the first time in several years that some of the clan leaders had actually met face-to-face. A second peace initiative, known as the Sodere Conference, was sponsored by the Ethiopian government from November 1996 to January 1997. In the wake of these initiatives, follow-up meetings have taken place in Mogadishu, and technical committees are being formed to work out operational modalities for implementation. While the ceasefire agreed upon in Nairobi was subsequently violated, there nonetheless seems to be freer movement across the Green Line separating North and South Mogadishu. In this way, while the multiplicity of peace initiatives is somewhat confused and complex, there are also encouraging signs offering a glimmer of hope that a peace settlement may be in the offing.

The main rationale for USAID presence in Somalia is humanitarian. Only a few years ago, starvation and death in Somalia were seen daily in the news media around the world. USAID's activities, in concert with those of the others donors, help to prevent the return of mass starvation, epidemic and death, especially to most vulnerable groups. Many donors believe by putting in a small, but steady amount of resources now, that it will obviate the need for massive levels of assistance later on. USAID/Somalia concurs in this hypothesis.

In the vacuum created by Somalia's chronic condition as a "failed state" with no central government, very promising developments are taking place at the regional and local levels of government. Local administrative structures have been established and are assuming responsibility for security, health, education and other public services, to varying degrees of success. USAID and several other donors are working to strengthen these local governments in the hope that this patchwork of local administrations can one day be knit into the fabric of a broader national government.

Many key food production areas in Somalia have been subject to armed conflict, general insecurity, and serious weather-caused crises, such as drought and floods. Under these circumstances, great numbers of agriculturalists have periodically been forced to stop farming,

and even leave their land. Due to inadequate agricultural infrastructure and lack of inputs and services, poor farmers are often unable to return to the land and begin production again even after security and/or climatic conditions improve. Even those that remain on their lands have often been unable to plant again when affected by minor weather or pest-related crises that damage crops.

As Somalia is one of the Greater Horn of Africa Initiative (GHAI) and New Trans-Atlantic (EU-US) Agenda countries, the Mission's programs are aligned with the objectives of African ownership, linking relief and development, searching for regional solutions, and coordinating more effectively with other partners operating in Somalia. The Somalia Aid Coordination Body (SACB), linking donors, UN agencies and NGOs, is an example of this increased coordination, by facilitating the more effective concentration of scarce resources. The Mission's new ISP (see below) put heavy emphasis on food security and where possible in the context of program activities on conflict prevention/resolution.

In April of 1996, USAID/Somalia developed its inter-agency Integrated Strategic Plan (ISP), the first in the world among us AID countries. It was developed with the participation of USAID/Somalia, USAID/Washington (Africa Bureau, BHR/FFP, BHR/OFDA), American Embassy/Nairobi (Somalia Watcher and Refugee Coordinator) and REDSO. The ISP was officially approved in October 1996 and will run three years through 1999. The ISP represents a unique, integrated U.S. approach to the problems of Somalia and contains two new strategic objectives and one special objective.

The ISP represents a high risk, but relatively low cost effort to assist Somalia in its transition from eight years of unrelenting turmoil to a more secure, less vulnerable country. In this report, the Mission details the progress made under the SOs that were in place. In looking forward, we set out what the Mission expects to accomplish during the 1997-1999 time frame under our new SOs.

Part II: Progress Toward Objectives

The Mission's and its SACB partners' greatest accomplishment in Somalia over the past year has been averting massive starvation and death in the country. The situation in Somalia is extremely fragile, with little margin for error. Vulnerable groups are always in jeopardy even during times of relatively good harvests. Food and critical health and medical supplies were made available to targeted vulnerable groups despite seemingly insurmountable security constraints. This success has thus far precluded the necessity of a much costlier intervention, the type of which was seen from 1992-1994.

The newly approved ISP introduces ambitious changes in USAID/Somalia's Strategic Objectives, which the Mission intends to achieve during its three year mandate. Below, we discuss some of the results achieved during the past year under the SOs of the old strategy. Following this, we detail the results we expect to attain under our newly formulated ISP. It should be noted that in the old strategy Intermediate Results (IRs) had not been fully developed, only some rudimentary targets. However, in the new ISP, an elaborate set of IRs, with targets and benchmarks, have been developed.

Old Strategic Objective 1 : Effective delivery of relief and rehabilitation assistance in the sectors of food security and health.

USAID/Somalia in the last year of this SO, succeeded in achieving its FY 1996 targets, notwithstanding the fact that this success was accomplished in the face of continuing sporadic insecurity, heavy flooding of the Juba and Shabelle Rivers, and serious drought in other areas. A significant measure of this success was due to the perseverance of the Mission's SACB implementing partners who continued to work under very difficult, and at times dangerous, conditions, in the absence of a central government. USAID continued to emphasize the delivery of public health care services which has had a direct effect on the survival and development of women and children. The activities funded and the results achieved are presented by primary funding source (Disaster Assistance, PL-480 and Development Assistance) below:

Office of Disaster Assistance (OFDA) funds (FY 1996 - \$6,469,755) provided support to relief and rehabilitation activities in Somalia through delivery of and access to primary health care services, potable water, sanitation facilities, emergency food, and essential emergency non-food items. While there were no widespread food shortages in Somalia in 1996, pockets of food shortages still existed. Also due to lack of purchasing power, large groups of people, notably Internally Displaced Persons (IDPs) and other disadvantaged groups, experienced shortages leading to malnutrition. This has necessitated periodic food distribution and the continuation of supplementary feeding programs in Mogadishu, Kismayo and the Juba Valley. In areas of relative stability the main causes of malnutrition among women and children are not related to food availability, but to the feeding patterns and the types of food consumed by the most vulnerable groups. Chronic protein calorie malnutrition starts early. Children in Somalia under 2 years of age were the most likely to be malnourished. The situation is further exacerbated by micronutrient deficiencies, especially Vitamin A and iron deficiency. During the reporting period vitamin A and iron tablets have been distributed regularly through the health facilities, Expanded Program of Immunization (EPI) teams and trained Traditional Birth Attendants (TBAs). The services provided focused on malnutrition, treatment and prevention of communicable diseases, diarrhoeal diseases, acute respiratory infections and malaria (diseases which dominate child morbidity and mortality). ICRC distributed essential non-food items (plastic sheeting, blankets, jerry cans, and kitchen sets) to 23,000 Internally Displaced Persons (IDPs). ACF/France constructed/rehabilitated 123 wells which assisted 79,305 persons, most of whom were IDPs, with others being school children and orphans. Also, ACF/France constructed/rehabilitated 1298 latrines which assisted 155,768 persons, most of whom were IDPs. In addition, ACF water and sanitation teams provided ongoing well chlorination as a critical component of cholera prevention efforts. ADRA rehabilitated/constructed 5 water sites making potable water available to 170,000 vulnerable persons. OFDA grants to IMC, ARC, CISP, and SCF/UK continue to provide access to health clinics for vulnerable populations in 11 districts. The health services being provided benefited 750,000 vulnerable persons, and included growth monitoring and nutritional surveillance, immunizations, diagnosis and treatment of common childhood diseases, ante/post natal care, health education and outreach, and supplementary feeding for malnourished children. OFDA supported supplementary feeding through UNICEF reached approximately 25,000 malnourished children.

The USAID Office of Food For Peace (FFP) provided PL-480 Title II Emergency commodities (FY 1996 worth \$4,410,000) for monetization, food for work and free distribution. The PL-480 Emergency Program administered through the WFP, virtually ceased to function in the last three months of FY 1996 due to administrative bottlenecks in Rome and Washington. The program, however, during the first nine months made a significant contribution to multi donor efforts in Somalia. Out of 51,945 MT of food available in FY 1996 (16,540 MT in warehouses from previous years, 10,000 MT in new PL-480 Stocks and 25,405 MT on loan to other countries), the World Food Program moved 14,574 MT of food (3,047 MT for free distribution, 9,189 MT for food for work, and 2,338 MT through the monetization programs). WFP implements activities at the community level, primarily through NGOs, building local capabilities through increased community participation and input. The bulk of these commodities in FY 1996 were distributed in northern Somalia where there is relative peace and stability. Under the new SO 1, which focuses on agricultural areas, the bulk of all future commodities will be programmed for the central and southern regions where there is relatively less peace or stability. PL-480 Title II resources, channelled through the World Food Program, have supported limited rehabilitation of agricultural infrastructure, and included the rehabilitation of agricultural land, irrigation canals and essential water delivery mechanisms, the improvement of roads, and the control of river flood waters. In the Southern regions, WFP, in coordination with World Vision, ARC and SCS distributed 1,037 MT of sorghum, maize and oil to 35,818 vulnerable persons in the Juba Valley whose harvests were affected by floods and drought. WFP in FY 1996 supported activities which will not be supported under the newly approved Integrated Strategic Plan, support of primary school instruction, vocational training for demobilized militia, and maintenance of curative health care services. WFP, with PL-480 resources, funded 2,277 projects in FY 1996, mostly in the northern regions. Of these, 400 related to relief (targeted and supplemental feeding, resettlement and demobilization schemes), the rest relating to rural development, environmental management, urban infrastructure improvement, primary education and health. Demobilization and vocational training was provided for 2,311 former military, indirectly benefiting 23,200 family members. Primary school related feeding and FFW programs benefited 91,000 people (teachers, students and their families) and similar programs in the health sector benefitted 73,800 people.

USAID Development Assistance (DA) funds (FY 1996 - \$3,775,000), in the absence of a central government, provided wide support to a number of organizations that worked in support of OFDA and FFP supported programs. USAID continued to support the delivery of public health care services, rehabilitation of water and agricultural infrastructure and food distribution. The CARE Umbrella Grant, funded with \$15 million in DA resources, has awarded 37 sub-grants, most of them to local, indigenous NGOs. A number of these have been in agriculture: rehabilitation of water delivery systems, in improving communities' capacities to cope with crises and improve planting techniques, based on appropriate technology, and provision of credit to get farmers on their feet. The Mission, through its partners, helped rehabilitate 500 deep wells and desilt 1,200 water catchment areas (nearly double the target of 650), providing water for both people and livestock and helped protect over 60,000 hectares of arable land with flood control measures such as fortification of river embankments. A further 3,730 hectares were directly irrigated through 132 kilometers of rehabilitated water canals. Additional agricultural infrastructure was rehabilitated, including 1,370 kilometers of roads, helping to facilitate the marketing of farmers' crops. More than 3,800 contact farmers were trained in target areas, and

over 2,400 farm families applied some form of improved agricultural technique, including the use of fertilizer, pest control, and improved cropping techniques. A pilot program offering agricultural loans helped extend credit to 420 farm families, and was so successful that it is expected to reach 1,920 families in 1997. Through UNICEF, USAID assisted in the delivery of life-saving health and nutrition supplies to all parts of the country and provided support to 80 Maternal and Child Health (MCH) centers, 25 Outpatient Departments (OPDs), and 338 health posts. DA funding enabled UNICEF to strengthen the MCH and Health Post (HP) network to unserved populations in Southern and Central Somalia. UNICEF increased the clinical management skills of 137 MCH workers, improved community-based primary health care service delivery by training 176 Community Health Workers (CHWs), improved basic prenatal, delivery and postnatal services by training 174 Traditional Birth Attendants (TBAs), and improved the Expanded Program of Immunization (EPI) by providing training to 172 vaccinators. In addition, UNICEF rehabilitated 9 MCH centers, coordinated with the European Union to complete a Health Financing study, standardized a curriculum for training CHWs, and TBAs, in coordination with the SACB led Health Sector Coordination Committee, and provided 250 families with fishing nets as an income generating scheme. The routine growth monitoring conducted in MCH centers has proven a useful indicator to alert the SACB on impending nutritional crises. It is abundantly apparent that the basic services provided through these health facilities are essential, and they also form the network from which recurrent epidemic outbreaks like cholera can be handled.

Old Strategic Objective 2: Rebuild local capacity in government, private and NGO sectors.

For many years Somalia has not had a central government. However at the local level the basis is being laid for a decentralized confederation, or loose federation, of regional governments. At the end of FY 1996, out of the 18 former regions in Somali, 9 regions had functioning governments; 2 regions had a partially functioning regional administration; 2 regions were attempting to form governments; 1 regional government has been suppressed; and, 4 regions, including Mogadishu, have been unable to form regional governments due to continuing insecurity. Activities funded and results achieved in the final year of the old SO 2, with Development Assistance (DA) resources (FY 1996 - \$725,000), include:

Local Government

Under the leadership of the USAID chaired Advisory Committee (Board Of Directors) the United Nations Development Office for Somalia (UNDOS: Ministry of Plan in Exile), the EU, the Italian and Swedish governments and USAID are cooperating in an effort to develop effective grass roots local government structures. All of these donors are supporting UNDOS with financial assistance to continue its work with Local Administrative Structures (LAS) development. USAID spearheaded this foray into LAS development and garnered a strong coalition of donor support. Substantial work has been completed by UNDOS on assessments of various LAS. From these assessments, specific technical assistance packages and interventions were designed for implementation under the new SPO 1, depending on need and local acceptance---in such areas as taxation, public administration, management, finance and organizational development. One notable achievement in the Northeast has been the

establishment of a Tri-Regional Authority for road maintenance. This is a major step toward regional cooperation, which was accomplished through USAID and other donor prodding. There is also a predetermined portion of Bosasso port fees that are to be set for road maintenance.

NGO Sector

Under its Umbrella Grant, CARE has put emphasis on the strengthening of indigenous NGOs in the areas of finance, management, governance and technical ability. Sixty-five formal training workshops have been conducted. CARE carries out regular, periodic assessments of NGOs to measure progress in these specific functional areas. On average Somali NGOs showed a 20% overall increase in the functional areas on the CARE capacity rating. Therefore, this CARE Index, which is used to measure progress, shows steady forward movement by an impressive cadre of emerging Somali NGOs---seventy percent of NGOs completing CARE capacity rating achieved competence on the CARE Index. A major accomplishment in the NGO sector has been that in some areas service delivery is being carried out by NGOs in the absence of government.

Private Sector

Despite the security environment in Somalia, the private sector in some parts of the country is flourishing. While our level of effort in this sector has not been substantial, nevertheless 870 loans (420 agricultural and 450 non-agricultural) were given out. The payback rate has been an astonishing 99% for agricultural loans and 84% for other loans.

New SO1: Improved foundation for agricultural production in target areas.

This objective more clearly focuses the aims of the previous SO 1 ("Effective delivery of relief and rehabilitation assistance in the sectors of food security and health") i.e. rehabilitation assistance in the food security sector, but is now more ambitious than simple delivery of assistance. The Mission has directed its diminished resources toward the agriculture sector, as farmers are one of the most vulnerable, and least food-secure groups in Somalia. They are at the mercy of both weather and security conditions, and their clans often offer them little or no protection.

In addition, this objective contributes directly to, and is necessary to achieve, a subgoal of "Increased Food Crop Production in Target Areas". The mission and its partners believe that an actual increase in production is too ambitious to be achieved with available resources and within the limited time frame of this ISP, and security and weather constraints in Somalia. This subgoal, in turn, is necessary to achieve the Mission's subgoal of "Improved Household Food Security". This Strategic Objective and these subgoals reflect the US Government commitment, as put forth in the GHAI, to work toward improving food security in Somalia.

The hypothesis underlying this SO is that an improved foundation for agricultural production (i.e. a more stable farming population that is able to remain on the land and farm, utilizing improved infrastructure, and practicing sound agricultural techniques) will contribute in the medium to longer term to increased food crop production and, ultimately, to improved household food security.

The achievement of Strategic Objective 1 is very dependent on two critical assumptions: (a) the absence of armed conflict and maintenance of basic security in target areas. Where conflict and

excessive banditry physically disrupt agricultural practices, the foundation for improved production is damaged. (b) Severe weather conditions such as extensive or prolonged drought and/or flooding interrupt farming and damage the foundation for food crop production. Both of these factors are outside the control of any of the partners to influence, so they remain as basic critical assumptions.

The target areas for this strategic objective include project sites located mostly within the main nine agricultural regions of Somalia. While the Mission is interested in trying to concentrate its resources in a few geographic regions, rather than allocated more widely as at present, it is felt that this will not be possible within the time frame of this ISP. Continued instability due to security problems, and anticipated disruptions of farming due to climatic conditions, mandate that the strategy continue to be based on very targeted interventions that may be geographically dispersed, and that may have to shift in location over the life of the ISP. This necessarily poses unique performance measurement challenges. Should security or climatic conditions deteriorate significantly in a particular target area, USAID-supported agricultural programs will have to be moved to sites where stability is maintained or improved.

This Strategic Objective will be undertaken by: WFP and its implementing partners; CARE and its partners, especially indigenous NGOs, through the USAID Umbrella Grant; and other international and indigenous NGOs. While most of the indicator baselines are available for 1996, some will have to be taken in 1997. Many of the activities will be completed using PL 480 Title II food for work.

The mission will continue to pursue GHAI objectives. African ownership is being pursued through CARE's local capacity building and WFP's use of local NGOs as implementing partners, as well as the recognition of the importance of "community investment" (IR 1.3). The Mission will continue to link relief and development, and pursue regional approaches, by providing a foundation to absorb and anchor returning refugees and IDPs, and keeping others from becoming refugees in the region.

STRATEGIC OBJECTIVE 1: Improved Foundation for Food Crop Production in Target Areas

APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Improved Foundation for Food Crop Production in Target Areas

INDICATOR 1: Hectares planted with food crops in target areas during the annual main growing season (gu)

UNIT OF MEASURE: Number

SOURCE: CARE and World Food Program (WFP) will collect, analyze, and aggregate data on project assisted target areas from their implementing partners. -- Food Security Assessment Unit (FSAU) will collect comparable data at the district level for all of the agricultural regions, for comparison with data for the project assisted areas within those regions.

INDICATOR DESCRIPTION: Food crops include cereals (sorghum and maize). Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		12,600
97	13,500	
98	15,000	
99	17,000	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Improved Foundation for Food Crop Production in Target Areas

INDICATOR 2: Number of farm families using improved agricultural techniques for food crop production in target areas

UNIT OF MEASURE: Number

SOURCE:- CARE and WFP will collect, analyze, and aggregate data on project assisted target areas from their implementing partners.

--FSAU may investigate the possibility of trying to collect comparable data at the district level for all of the agricultural regions, for comparison with data for the project assisted areas within those regions.

INDICATOR DESCRIPTION: The number of farm families that have used one or more improved agricultural techniques for food crop production during the past year. Improved agricultural techniques include use of fertilizer, pest control techniques, improved cropping techniques (such as inter-cropping, and use of nurseries), soil erosion control techniques, and appropriate technologies. A farm family is defined as a family unit that farms the same piece(s) of land. Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.

This is an annual figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		2,406
97	4,605	
98	3,300	
99	3,300	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Improved Foundation for Food Crop Production in Target Areas

INDICATOR 3: Hectares directly irrigated through new or rehabilitated canals in target areas

UNIT OF MEASURE: Number

SOURCE: CARE and WFP will collect, analyze, and aggregate data from their implementing partner organizations.

INDICATOR DESCRIPTION: Canals include main and secondary canals. Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.

This is a cumulative figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		3,730
97	8,591	
98	13,691	
99	18,891	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Improved Foundation for Food Crop Production in Target Areas

INDICATOR 4: Hectares protected by riverine flood control measures in target areas

UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: CARE and WFP will collect, analyze and aggregate data from their implementing partner organizations.	96(B)		62,500
INDICATOR DESCRIPTION: Flood control measures are defined as construction and rehabilitation of sluice gates in river embankments, and fortification of the river embankments, in order to control the flow of river water into canals and protect against flooding. Target areas are defined as the project sites along the Juba and Shabelle Rivers where USAID funded activities are taking place.	97	140,000	
This is a cumulative figure.	98	240,000	
COMMENTS:	99	360,000	

Intermediate Result 1.1: Increased availability of agricultural inputs and services

This result will be achieved by providing seeds and tools in times of need, and improving farming techniques through extension training of farmers at the grassroots level. Seeds and tools can assist vulnerable farmers that have recently been affected by crisis situations and are unable to obtain these inputs on their own. These can include farmers affected by a recent severe drought or other farming catastrophe that has forced families to sell assets such as tools, and consume seeds reserved for planting. It can also include refugees or displaced persons who are returning to their farmlands and lack the means to purchase the basic inputs to begin farming again.

Increased availability of these basic inputs is essential to enable vulnerable farmers to return to or remain on their farms and cultivate, thus achieving an improved foundation for food crop production. This supply of basic seeds and tools inputs is expected to be provided only in response to specific hardship circumstances, and not on a continuous basis. Therefore, it is difficult to provide planned figures for this data.

The other major element in this IR is increased availability of agricultural services such as extension services and placement of trained contact farmers. These services are needed to assist farmers to implement appropriate and improved farming techniques. This intermediate result is not directed especially at vulnerable farmers recovering from crisis, but at farmers in general in the targeted sites. Increased availability of technical advice will contribute to a stronger foundation for food crop production in the target areas.

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.1 : Increased availability of agricultural inputs and services for farmers in target areas

INDICATOR 1: Number of vulnerable farm families in target areas that were affected by crisis that received seeds

UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
<p>SOURCE: Implementing partners of USAID (At present, only WFP implementing agencies expect to have to distribute seeds during the ISP period.)</p>	96(B)		11,910
<p>INDICATOR DESCRIPTION: The number of farm families in target areas that received seeds in the past year due to a crisis. Vulnerable farmers targeted for distribution of seeds include families that have no seeds reserved for planting due to recent drought or other severe hardship, as well as returning IDPs or refugees. The assistance is provided to help the farmers plant in the next season. Note that this assistance is expected to be provided only in response to specific circumstances and special needs, and not on an ongoing basis. Therefore, it is not possible to set precise longer range target levels for the second and third years of the ISP period, although general estimated targets can be set. It should be possible to set more precise targets for shorter time horizons into the future.</p> <p>A farm family is defined as a family unit that farms the same piece(s) of land. Target areas are defined as the project sites where USAID and its partners are funding activities. These sites are located mainly within the main 9 agricultural regions of Somalia.</p> <p>This is an annual figure.</p>	97	15,460	
	98	13,500	
	99	13,500	
COMMENTS:			

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.1: Increased availability of agricultural inputs and services for farmers in target areas

INDICATOR 2: Number of vulnerable farm families in target areas that were affected by crisis that received agricultural tools

UNIT OF MEASURE: Number

SOURCE: Implementing partners of USAID
 (At present, only WFP implementing agencies expect to have to distribute tools during the ISP period.)

INDICATOR DESCRIPTION: The number of farm families in target areas that received tools in the past year due to a crisis. Tools include hoes and machetes. Vulnerable farmers targeted for distribution of tools include families that do not have any tools due to recent drought or other severe hardship, as well as returning IDPs or refugees. The assistance is provided to help the farmers plant in the next season. Note that this assistance is expected to be provided only in response to specific circumstances and special needs, and not on an ongoing basis. Therefore, it is not possible to set precise longer range target levels for the second and third years of the ISP period, although general estimated targets can be set. It should be possible to set more precise targets for shorter time horizons into the future. A farm family is defined as a family unit that farms the same piece(s) of land. Target areas are defined as the project sites where USAID and its partners are funding activities. These sites are located mainly within the main 9 agricultural regions of Somalia.

This is an annual figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		3,500
97	1,460	
98	1,000	
99	1,000	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas APPROVED: 15/10/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME 1.1: Increased availability of agricultural inputs and services for farmers in target areas.			
INDICATOR 3: Number of contact farmers trained in target areas			
UNIT OF MEASURE: Number	YEA R	PLANNE D	ACTUAL
SOURCE: Implementing partners of USAID	96(B)		3,843
INDICATOR DESCRIPTION: Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia. This is an annual figure.	97	3,744	
	98	3,500	
	99	3,500	
COMMENTS: Note that this indicator is a proxy measure of the availability of services.			

Intermediate Result 1.2: Improved Agricultural Infrastructure in Target Areas

Deteriorated or destroyed agricultural infrastructure in the target areas is a significant constraint to establishing a firm foundation for agricultural production. Secondary, farm-to-market roads need to be rehabilitated in order to facilitate the movement of inputs and crops. Various elements of water systems (irrigation canals, river banks, and some water catchments and boreholes) require rehabilitation to enable farming to resume or continue, and to protect areas from flooding in high water seasons. Without access to water and the existence of effective water control systems, agricultural activity is severely constrained in Somalia. Development, repair and maintenance of basic infrastructure is clearly necessary to achieve the strategic objective.

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.2: Improved agricultural infrastructure in target areas

INDICATOR 1: Length of roads facilitating agriculture constructed or rehabilitated in target areas

UNIT OF MEASURE: Number of kilometers

SOURCE: Implementing partners of USAID.

INDICATOR DESCRIPTION: Roads facilitating agriculture are defined as roads connecting farming communities to market towns. Target areas are defined as the project sites where USAID-funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.

This is a cumulative figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		1,370
97	3,110	
98	4,910	
99	6,710	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.2: Improved agricultural infrastructure in target areas:

INDICATOR 2: Length of irrigation canals constructed or rehabilitated in target areas

UNIT OF MEASURE: Number of kilometers	YEA R	PLANNE D	ACTUAL
SOURCE: Implementing partners of USAID.	96(B)		132
INDICATOR DESCRIPTION: Both primary and secondary canals are included. Target areas are defined as the project sites where USAID-funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia. This is a cumulative number.	97	257	
	98	377	
	99	497	
COMMENTS:			

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas APPROVED: 15/10/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME 1.2: Improved agricultural infrastructure in target areas			
INDICATOR 3: Number of riverine flood control measures undertaken in target areas			
UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: Implementing partners of USAID	96(B)		334
INDICATOR DESCRIPTION: Flood control measures are defined as construction and rehabilitation of sluice gates in river embankments, and fortification of the river embankments, in order to control the flow of river water into adjacent fields, and prevent flooding. Target areas are defined as the project sites along the Juba and Shabelle Rivers where USAID-funded activities are taking place. This is a cumulative number.	97	682	
	98	1,032	
	99	1,382	
COMMENTS:			

Intermediate Result 1.3: Increased Investment by Farmers in Agriculture in Target Areas

The Mission and its partners have realized that, to achieve the Strategic Objective, there must be community involvement and ownership. Thus, this third IR has been added. It is expected to be more difficult to achieve, within the scope and time frame of this ISP, than the other two results, and is expected to take on increased importance over the medium term. The SO can still be achieved to an extent, but not sustainably, without this intermediate result. Because of the greater difficulty in achieving progress toward it during the ISP time frame, it is treated almost as an experimental element of the strategy. Contributions from beneficiaries and sustainability issues, as represented in the IR, are expected to receive more emphasis in future, provided that the security issues in Somalia are successfully resolved.

This intermediate result captures increased contributions from farm families to the costs of farming, in terms of financial resources, in-kind goods, or labor inputs. It expresses the "demand" side of the equation, or the demand of farmers for inputs and services needed to improve the

foundation for food crop production, while the availability of inputs/services represents the "supply" of essential inputs and technical expertise. Increased contributions or investments by farmers become even more important in the medium to long term, since any improvements in the foundation for agriculture will not be sustainable without them.

In some areas, insecurity makes farmers reluctant to invest in agriculture. If there is great risk of losing a crop to looters, the incentive to cultivate is diminished. As described above, maintenance of basic security in target areas is one of the critical assumptions that must hold in order for investment in agriculture to increase, and ultimately for the SO to be achieved.

Another factor that constrains farmers' willingness to pay for more of the costs of farming is a general expectation of continued free supply by donors (a "handout" or "entitlement" mentality). This "entitlement" mentality problem is beyond the control of outside donors to resolve, although it is being partially addressed by donors in their policies that no assistance projects should be undertaken without some specified contributions from the community.

It is also recognized that lack of resources is another major constraint to achieving increased farmer investment. This constraint is being addressed by the USAID/Somalia strategy through the supply of agricultural credit in target areas, as reflected by Intermediate Result 1.3.1.

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.3: Increased investments by farmers in agriculture in target areas

INDICATOR 1: Percent of irrigation canal project costs contributed by the local community in target areas

UNIT OF MEASURE: Percent as defined by:

Total costs contributed by local communities for all USAID-funded projects
 Total costs of all USAID-funded projects

SOURCE: Implementing partners of USAID

INDICATOR DESCRIPTION: This indicator tracks the overall percent of total costs of construction and rehabilitation of irrigation canals, funded by USAID, that is covered by the community.

Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia.

This is an annual figure.

COMMENTS:

YE A R	PLANNE D	ACTUAL
96(B)		5.2%
97	5.3%	
98	5.4%	
99	5.5%	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.3: Increased investments by farmers in agriculture in target areas

INDICATOR 2: Number of agricultural loans taken by farm families in target areas

UNIT OF MEASURE: Number

SOURCE: Implementing partners of USAID

INDICATOR DESCRIPTION: This indicator tracks the number of agricultural loans disbursed in USAID-funded project sites.

Loans included are those specifically taken for agricultural activities. These sites are located mainly within the main 9 agricultural regions of Somalia.

This is a cumulative number.

COMMENTS: Note that this indicator is a proxy measure of actual investment by farm families in agriculture. However, since the loans are specifically taken for agricultural activities, it is a very close proxy.

YE A R	PLANNE D	ACTUAL
96(B)		420
97	1,920	
98	2,920	
99	3,920	

OBJECTIVE: Improved Foundation for Food Crop Production in Target Areas APPROVED: 15/10/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME 1.3.1: Increased availability of agricultural credit in target areas			
INDICATOR 1: Number of villages in target areas where agricultural credit program is operating			
UNIT OF MEASURE: Number	YEA R	PLANNE D	ACTUAL
SOURCE: Implementing partners of USAID	96(B)		11
INDICATOR DESCRIPTION: This indicator tracks the number of villages where agricultural credit is available. Target areas are defined as the project sites where USAID funded activities are taking place. These sites are located mainly within the main 9 agricultural regions of Somalia. This is a cumulative number.	97	60	
	98	100	
	99	140	
COMMENTS:			

New SO2: Critical Needs Met for Targeted Vulnerable Groups

Strategic Objective 2 of the ISP directly correlates with last year's SO 'Effective Delivery of Relief and Rehabilitation Assistance in the Sectors of Food Security and Health'. However, the new SO2 aims to better target individuals receiving critical health and nutrition services in order to survive crises and have an opportunity to rehabilitate their lives. USAID will target populations vulnerable to malnutrition or ill health due to short term crises situations (brought on by insecurity, poor weather, or epidemics) or due to ongoing conditions caused by the lack of government supported basic social services (water, sanitation, and health). The targeted vulnerable groups are identified as general population groups suffering from food shortages, internally displaced persons (IDPS), returnees (returned refugees or returned displaced persons), children under the age of five, pregnant and lactating women, the elderly and unaccompanied orphans. The strategy for achieving SO2 explicitly includes a two-pronged approach of emergency response to deliver food and some selected health inputs to population groups already

in a crises situation, and prevention of crises situations by providing basic health, water and sanitation services.

Strategic Objective 2 ‘Critical Needs Met for Targeted Vulnerable Groups’ contributes to a subgoal of healthier vulnerable groups. If vulnerable groups receive basic health, nutrition, water and sanitation services, their general health status should improve as a result, the nutritional status is expected to improve, and the incidences of diseases should drop. USAID and its key implementing partners agreed they could be held accountable for identified receipt of essential commodities and services by targeted vulnerable groups which will lead to an improved health status. They could not however, be accountable over the next three years for a decrease in morbidity and mortality rates given the lack of statistical data in Somalia and the unstable operating environment.

The ability to achieve SO2 depends upon two critical assumptions. The first is that a minimal level of security will be maintained in target areas. While the emergency component of the strategy is clearly designed to reach vulnerable groups affected by crises situations, which includes areas affected by insecurity, food cannot be delivered in locations subject to extreme insecurity, banditry and armed conflict.

The second critical assumption is that Somalis will continue to assume more responsibility for meeting their critical needs through greater participation in USAID supported interventions. As mentioned in SO1, there is a consensus among donor agencies that it is difficult to secure the willingness of communities in Somalia to take on responsibility for contributing significantly to the cost of assistance projects. Years of free supply from donors seem, coupled with 20 (?) years of a socialist government, has caused a deep routed “hand out” mentality among many Somalis. USAID/Somalia, along with other donors and implementing agencies have started to insist on a minimal level of community contribution, whether it be provision of a building for the MCH clinic to operate from, incentives for the CHWs, or volunteers to chlorinate wells. While donors have been successful in requiring this small degree of participation, it is acknowledged that local contributions/cooperation is really outside of the control of donors. It is a critical assumption that local contributions will continue, and hopefully increase over time. Local participation is particularly important in achieving the social services delivery side of the SO2 strategy.

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 1: Percent of target vulnerable population that received the following services:
 [See the next four pages indicator 1 a-d]

UNIT OF MEASURE: Percent as defined by the population estimates* and the standard percentages for different segments of the population as define by the UNICEF standards

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers.

INDICATOR DESCRIPTION: The target area is the catchment area of the USAID funded health centers. Targeted vulnerable group is defined in each of the indicators.
 All figures for this indicator are annual.

COMMENTS: *A multi-donor working group, including USAID, is in the process of developing a standardized registry to be used in all health centers. This group is also developing common indicator for use by all donors. As this process continues and uniform indicators are finalized USAID's health indicators may be revised to be in conformity with these standardized indicators.

YEA R	PLANNE D	ACTUAL
N/A		

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 1 a: Percent of children 5 and under that have received vitamin A treatment.

UNIT OF MEASURE: Percent as measured by:
Number of children under 5 that received vitamin A treatment
 [Total targeted catchment area x 17%]

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers

INDICATOR DESCRIPTION: Treatment requires two doses per year.

COMMENTS:

YEAR	PLANNED	ACTUAL
96(B)		25
97	35	
98	40	
99	45	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 1 b: Percent of children under 12 months old that have been fully vaccinated

UNIT OF MEASURE:

Number of children under 12 months fully vaccinated

[Total targeted catchment area x 4%]

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers.

INDICATOR DESCRIPTION: Fully vaccinated means that a child has been vaccinated for all of the following:

- a. Tuberculosis (BCG)
- b. Measles
- c. Polio (O)
- d. Diphtheria Pertussis tetanus (DPT)

COMMENTS:

YE R	PLANNE D	ACTUAL
96(B)		30
97	45	
98	55	
99	65	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 1 c: Percent of pregnant women that visited or were visited by a health professional at least one time during their pregnancy

UNIT OF MEASURE: Percent as measured by:
 Number of pregnant women that visited or were visited by a health professional at least one time during their pregnancy
 [Total targeted catchment area x 4.3%]

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers.

INDICATOR DESCRIPTION:

COMMENTS:

YE R	PLANNE D	ACTUAL
96(B)		43
97	53	
98	63	
99	73	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 1 d.: Percent of Women who gave birth with a trained health attendant present

UNIT OF MEASURE: Percent as measured by:
 Number of women who gave birth in the presence of
trained health provider
 [Total targeted catchment area x 4%]

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC;
 WorldVision, SCF/UK, CARE, and UNDOS Health
 clinic registers.

INDICATOR DESCRIPTION:

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		24
97	31	
98	40	
99	45	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 2: Number of mothers attending formal or non-formal ORT training.

UNIT OF MEASURE: Number

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Clinic Records.

INDICATOR DESCRIPTION: Training may take the form of formal workshops and seminars or informal one on one education in the clinics. This is an annual figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		28,350
97	41,620	
98	47,160	
99	53,200	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 3: Number of people with access to latrines in targeted areas as a result of USAID funded interventions.

UNIT OF MEASURE: Number	YE A R	PLANNE D	ACTUAL
SOURCE: ACF/France Records	96(B)		155,168
INDICATOR DESCRIPTION: Targeted areas are USAID project sites. This indicator will count actual # of people served by latrines constructed for specific institutions with known populations. For the other latrines an estimate of 250 people per latrine will be used to approximate the # of people served per latrine. This is an annual figure.	97	170,000	
COMMENTS:	98	185,000	
	99	190,000	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups

INDICATOR 4: Number of people with access to potable water in target areas as a result of USAID funded interventions.

UNIT OF MEASURE: Number

SOURCE: CARE, ADRA, ACF records

INDICATOR DESCRIPTION: There was no single, standardized method for determining access. However, the method used for calculating the # who have access is based on the following information:
a. Estimate of catchment area population;
b. Estimate # in need within the catchment population;
c. Information on # that could be served by the particular type of water source being developed.
All of this information is analyzed with reference to the specific locality to determine an estimate of additional people gaining access.
This is an annual figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		293,155
97	347,045	
98	370,000	
99	335,000	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups APPROVED: 10/15/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups			
INDICATOR 5a: Number of vulnerable persons that received food aid within an agreed upon time			
UNIT OF MEASURE: Percent as measured by: Number of people in the targeted vulnerable population who received food aid Total vulnerable population identified by the Food Security Task Force <hr/> SOURCE: Distribution Plan and WFP & UNICEF distribution records and monitoring reports <hr/> INDICATOR DESCRIPTION: : Food Aid includes food for work; supplemental feedings and free food distributions. <hr/> COMMENTS:	YE A R	PLANNE D	ACTUAL
	96(B)		328,513
	97	300,000	
	98	300,000	
	99	300,000	

Intermediate result 2.1: Improved delivery systems for emergency food commodities

This intermediate result is critical to USAID’s ability to both respond to food security crises and to prevent such crises from becoming extreme. With two major ports closed in Somalia, Mogadishu and Kismayo, delivery of food to the most vulnerable areas of central and southern Somalia is extremely difficult. Transport by road from Kenya is expensive and subject to heavy looting. WFP along with its implementing partners, is exploring alternative routes by sea and road. Two ports available in southern/central Somalia, El Maan and Merca, are ship to shore via small vessels which is very time consuming and expensive for off loading large quantities. FFW

projects may be used to improve delivery routes from alternative ports into central and southern zones.

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.1: Improved delivery systems for emergency food commodities

INDICATOR 1: Percent of transportation food losses

UNIT OF MEASURE: Percent as measured by:
Total amount of food arriving at the port cities in Kenya and Tanzania
 Total amount of food received by the ultimate beneficiaries.

SOURCE: WFP records

INDICATOR DESCRIPTION: The transportation losses are measured from the time the foods arrives at the ports in Kenya or Tanzania until they are delivered to the ultimate beneficiaries in Somalia. This includes shipment, storage, transit, and distribution losses. This is an annual figure.

Unit:

COMMENTS:

* Poor port conditions have already damaged over 2000 mt of food for 97, combined with 100 mt destroyed by a fire in Mombassa, and 100 mt stolen from Dar es Salaam.

YE A R	PLANNE D	ACTUAL
96(B)		2933.52
97	*2500	
98	100	
99	100	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups APPROVED: 10/15/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME 2.1: Improved delivery systems for emergency food commodities:			
INDICATOR 2: Computerized commodity tracking system in use.			
UNIT OF MEASURE: Yes/No SOURCE: WFP computer system INDICATOR DESCRIPTION: This will be a one time indicator which will measure whether the tracking system was installed and is operating. COMMENTS:	YEAR	PLANNED	ACTUAL
	96(B)		No
	97	Yes	
	98		

Intermediate result 2.2: Improved Identification of Vulnerable Groups

Intermediate Result 2.2 is necessary for the delivery of both emergency commodities and curative and preventative social services. Under the Somali Aid Coordinating Body (SACB), a number of sectorial coordination groups have been formed which are working on methods for more timely and accurate identification of vulnerable groups. The Food Security Task Force (FSAU) has developed along with FEWS an early warning system to identify groups vulnerable to drought and flood. They are in the process of refining this system by looking at 12 different food economy zones in Somalia and at the various economic factors which effect the livelihood of Somalis, including community/individual coping mechanisms. Also under the FSAU is a “Nutritional Working Group” which concentrates on refining methods of nutritional surveys, and in early identification of malnourished populations. This group works closely with the Somali Health Coordination Group in developing appropriate response procedures to outbreaks of malnutrition which quite often require a form of supplementary feeding rather than a large free food distribution.

The Somali Health Coordination Group is regularly monitoring a “Cholera Prevention and Response Plan”, and donors and implementing agencies are able to quickly respond to outbreaks which take place in a very coordinated manner. UNICEF continues to conduct EPI coverage surveys and in coordination with the Health Coordination Group has developed a health information system for better coverage tracking. The coverage rates are currently too low to prevent outbreaks, UNICEF has sponsored periodic intensification campaigns but more intense immunization coverage is needed.

The Health Coordination group is in the process of finalizing a standard training packet for various health professionals, this training will include vulnerability assessment. NGOs are encouraged to include vulnerability assessment training in their projects.

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.2 : Improved identification of vulnerable groups

INDICATOR 1: Percent of major food economy zones mapped according to vulnerability

UNIT OF MEASURE: Percent as measured by:
Number # of major food regions mapped
 12 (total number of regions to be mapped)

SOURCE: FEWS Reports

INDICATOR DESCRIPTION: There are 12 economic zones in Somalia.
 This is a cumulative figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		0
97	2	
98	4	
99	6	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups APPROVED: 10/15/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME 2.2 : Improved identification of vulnerable groups			
INDICATOR 2: Number of implementing partner local staff members that have been trained in vulnerability assessment			
UNIT OF MEASURE: Number SOURCE: Implementing Partners records INDICATOR DESCRIPTION: Training for the purpose of this indicator will be established by the implementing partner. This is an annual figure. COMMENTS:	YE A R	PLANNE D	ACTUAL
	96(B)		33
	97	52	
	98	55	
	99	60	

Intermediate Result 2.3: Improved Capacity to Deliver Critical Social Services to Targeted Vulnerable Groups

Improved capacity to deliver critical social services to targeted vulnerable groups is essential to achieving SO2. IR2.3 captures various dimensions of capacity including construction or rehabilitation of infrastructure (latrines, potable water sources, health clinics), access to essential supplies (health centers with an adequate supply of essential drugs), and improved skills (health workers skills that are improved by training). The Health Coordination Group is now finalizing an essential drug list which will be used by all agencies supporting MCH clinics and CHW/TBA health posts. The group is also finalizing standardized job descriptions and standardized training courses for nurses, auxiliary nurses, CHWs, TBAs, and other health clinic support staff.

USAID/Somalia continues to be the major donor to UNICEF's health and nutrition program in Somalia. UNICEF is considered to be the lead agency in health and nutrition in Somalia. Following a review of UNICEF's assistance to the health sector in Somalia and based on the

recommendations for strengthening the program, UNICEF initiated a restructuring of their assistance to the health sector with a view to improving efficiency, increasing accountability of health services and building the foundation for a more sustainable health program in Somalia. For UNICEF, this entails a shift from direct involvement in the delivery of health services, an approach which was justified in the aftermath of the 1992 acute emergency, to building local capacity and community managed systems. UNICEF's role will increasingly be that of a facilitator and catalyzer in which it will assume greater leadership in policy development while providing technical and financial support to NGOs and local grassroots organizations involved in the management and delivery of services. Many of the organizations receiving UNICEF support are organizations also supported by USAID either through the CARE Umbrella Grant or OFDA.

Through UNICEF's coordination with CARE in improving the capacity of local organizations to deliver critical services, SO2 links very closely with the SPO "Rebuild local capacity in government, private and NGO sectors". The training being provided by NGOs and UNICEF to Somalia health professionals in the strategy of SO2 also links closely with SPO.

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.3: Improved capacity to meet critical social services to targeted vulnerable groups

INDICATOR 1: 1. Percent of target health centers that received at least 90% of the requested essential drug kits on time.

UNIT OF MEASURE: Percent as measured by:
Number of essential food kits delivered to the health centers

Number of food kits actually requested by the health centers

SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Records

INDICATOR DESCRIPTION: Health centers include MCH centers, OPDs, HPs and TBAs.

Requested is the amount actually requested from the partner NGOS, it is not the amount originally estimated during the planning period.

On time means the kits were delivered within **X** days of the agreed upon delivery date.

This is an annual figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		86.5
97	92.5	
98	96	
99	97	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.3: Improved capacity to meet critical social services to targeted vulnerable groups

INDICATOR 2: Percent of wells chlorinated in target urban centers

UNIT OF MEASURE: Percent as measured by: <u>Number of wells chlorinated in Mogadishu</u>	YE A R	PLANNE D	ACTUAL
Total Number of well in the Mogadishu	96(B)		54
SOURCE: ACF, CISP	97	60	
	98	70	
INDICATOR DESCRIPTION:	99	70	
COMMENTS:			

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.3: Improved capacity to meet critical social services to targeted vulnerable groups

INDICATOR 3: Number of new potable water sources

UNIT OF MEASURE: Number	YEA R	PLANNE D	ACTUAL
SOURCE: Implementing partners, records	96(B)		143
INDICATOR DESCRIPTION: New potable water sources include those constructed and rehabilitated. This is an annual figure.	97	261	
INDICATOR DESCRIPTION: New potable water sources include those constructed and rehabilitated. This is an annual figure.	98	250	
INDICATOR DESCRIPTION: New potable water sources include those constructed and rehabilitated. This is an annual figure.	99	250	
COMMENTS:			

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.3: Improved capacity to meet critical social services to targeted vulnerable groups

INDICATOR 4: Number of new latrines

UNIT OF MEASURE: Number

SOURCE: Implementing partners, records

INDICATOR DESCRIPTION: : New latrines include those constructed and rehabilitated. This is an annual figure.

COMMENTS:

YEA R	PLANNE D	ACTUAL
96(B)		454
97	170	
98	600	
99	800	

STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups
APPROVED: 10/15/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 2.3: Improved capacity to meet critical social services to targeted vulnerable groups

INDICATOR 5: Number of health workers certified

UNIT OF MEASURE: Number	YEAR	PLANNED	ACTUAL
SOURCE: Implementing partners records	96(B)		1603
INDICATOR DESCRIPTION: Certified means that the health worker completed and passed a training course.	97	1445	
Health workers include: Community Health Workers, Traditional Birth Attendants, Nurses, Auxiliary Nurses, and Midwives. This is an annual figure.	98	1023	
COMMENTS:	99	850	

New Special Program Objective

Special Objective 1: Increased Community Capacity to Meet its Own Needs

Special Objective 1, “Improved Community Capacity to Meet its Own Needs,” can be achieved in targeted local administrative structures¹ within the constraints currently prevalent in Somalia and in the limited ISP time frame. This objective contributes to the Mission’s higher sub-goal of Strengthen Civil Society. It is also consistent with the Agency’s Goal of Sustainable Democracies Built. More specifically, it contributes to the Agency Objective 2.4 More Transparent and Accountable Government Institutions and the Agency Program Approach 2.4.1 increasing local government participation in decision making.

Since the fall of the Said Barre regime, Somalia has had no central government and has come to be referred to as a “failed state.” There is no uniformity to the security situation throughout the country. In some areas, there is a constant ebb and flow of violence, while other areas have experienced relative peace for extended periods of time. The primary security threat in all areas of Somalia comes from indiscriminate banditry and looting, perpetuated by the extremely high prevalence of arms in the county and the lack of legitimate employment. As a result of the ongoing civil strife and lack of civil structures, basic municipal services in most areas have either declined sharply or have ceased to exist entirely. In addition to the breakdown of public sector functions and services, non-governmental activities and institutions have also been discontinued or destroyed. In the absence of a public sector, the private sector naturally takes on added importance. Yet, income generation opportunities are severely limited.

The Mission identified the special objective to address these problems. Five intermediate results are hypothesized as being necessary to achieve the special objective of improved community capacity to meet its own needs. The first is “Local Administrative Structures (LAS) institutionalized” (IR 1.1); the second is “increased ability of NGOs to provide community services” (IR 1.2); the third is “increased availability of information necessary for informed decision making” (IR 1.3); the fourth is “improved local infrastructure” (IR 1.4) and the fifth is “private enterprise/entrepreneurs strengthened” (IR 1.5). Each of these intermediate results and its causal relationship to the special objective will be described below.

As noted in the graphical representation of the results framework, IRs 1.4 and 1.5 are treated differently from the first three results. Intermediate Result 1.4 is necessary to achieve the objective and is a major emphasis of European Union. Intermediate Result 1.5 would increase the overall impact at the special objective level. However, with the current limited funding, it is not a major focus of the strategy. It may gain more emphasis if funding becomes available.

Critical Assumptions

Achievement of the objective is dependent on two critical assumptions. The first is the absence of armed conflict and maintenance of basic security in target areas. Where conflict and excessive

^{1/} The special objective focuses on the following six Local Administrative Structures: Hiran, Middle Shabelle, Bari, Nugaal, Mudug and the Northwest (Somaliland).

banditry physically disrupt day to day activities, the ability to increase community capacity is limited. Second, the strategy assumes the LAS' will continue to operate legitimately with the support of the community. Both of these factors are outside the control of any of the partners to influence, so they remain as basic critical assumptions.

Having said that, however, in undertaking the strategy, one intended impact is to improve the ability of LAS' to resolve conflicts through enhanced local and regional cooperation. If successful this will ultimately lessen the threat of insecurity. Nevertheless, the basic constraints of the lack of a central government, widespread theft and looting, and continued armed conflict between clans in some areas, are factors that are currently outside the scope of direct donor influence in this three year strategy.

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Increased community capacity to meet its own needs

INDICATOR 1: Revenues collected in target LAS'

UNITS OF MEASURE:

a. % as measured by:
 Revenues at time 2 - Revenues at time 1
 Revenues at time 1

b. Total In US\$

N.B. Given the fact that these are nascent administrative structures, the figures for this indicator will be provided in total dollar amount and percentage to provide more meaningful information in a three year time horizon.

SOURCE: UNDOS, Tax Expert; LAS records

INDICATOR DESCRIPTION: Revenue includes taxes and fees.

This indicator reflects the average of the % change in revenues collected in the target seven regional LAS'. This is an annual figure.

COMMENTS:

For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following seven Regional Administrative Structures: Hiran, Middle Shabelle, Northwest, Bari, Nugaal, Mudug, and Galgadud.

For all LAS indicators UNDOS will report separately for each of the seven target regional administrative structures and will also provide aggregate figures for the seven districts, which will be reported to USAID/W .

YEA R	PLANNE D	ACTUAL
96(B)		TBD %
96(B)		TBD US \$
97(B)	20 %	
97(B)	US \$	
98	20 %	
98	US \$	
99	20 %	
99	US \$	

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Increased community capacity to meet its own needs

INDICATOR 2 : Percent of target LAS' that have a bookkeeping system in place.

UNIT OF MEASURE: %
 Number of Target LAS'
with a booking system in place

7

SOURCE: UNDOS Tax Expert

INDICATOR DESCRIPTION: To be considered a bookkeeping system "sources and uses" of funds must be recorded.

This is an annual figure.

COMMENTS:

For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following seven Regional Administrative Structures: Hiran, Middle Shabelle, Northwest, Bari, Nugaal, Mudug, and Galgadud.

For all LAS indicators UNDOS will report separately for each of the seven target regional administrative structures and will also provide aggregate figures for the seven districts, which will be reported to USAID/W .

YE R	PLANNE D	ACTUAL
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96(B)		0
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97	2	
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98	4	
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99	7	
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SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: Increased community capacity to meet its own needs

INDICATOR 3: Percent of revenues collected in target Local Administrative Structures that are expended on basic services.

<p>UNIT OF MEASURE: % as measured by:</p> <p><u>Sum of the % increase in revenues spent of basic services</u></p>	<p>YEA R</p>	<p>PLANNE D</p>	<p>ACTUAL</p>
<p>Number of LAS with Bookkeeping systems in place</p> <p>N.B. Given the fact that these are nascent administrative structures, the figures for this indicator will be provided in total dollar amount and percentage to provide more meaningful information in a three year time horizon.</p>	<p>96(B)</p>		<p>TBD %</p>
<p>SOURCE: UNDOS, Expert Assessment; LAS records</p>	<p>96(B)</p>		<p>TBD US \$</p>
<p>INDICATOR DESCRIPTION: Basic services include: security, education, health, sanitation and water.</p> <p>Target Local Administrative Structures, for this indicator only, include those Regional Administrative Structures with a bookkeeping system in place (as identified in the previous indicator)</p> <p>This is an annual figure.</p>	<p>97</p>	<p>20 %</p>	
<p>COMMENTS:</p> <p>For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following seven Regional Administrative Structures: Hiran, Middle Shabelle, Northwest, Bari, Nugaal, Mudug, and Galgadud.</p> <p>For all LAS indicators UNDOS will report separately for each of the seven target regional administrative structures and will also provide aggregate figures for the seven districts, which will be reported to USAID/W .</p>	<p>97</p>	<p>US \$</p>	
	<p>98</p>	<p>20 %</p>	
	<p>98</p>	<p>US \$</p>	
	<p>99</p>	<p>20 %</p>	
	<p>99</p>	<p>US \$</p>	

Intermediate Result 1.1: Local Administrative Structures (LAS) Institutionalized

In most areas, Somalia water and sanitation systems are inoperable, health and education services are minimal or non-existent; roads are in disrepair; and port and airport facilities have deteriorated. Furthermore, no officially recognized judicial/penal system is in place and police

protection is limited. Yet, in some parts of the country rudimentary local administrations have been formed. The primary purpose of these local administrations is in maintaining peace between the district's sub-clans. A few of these administrations as they gain confidence have attempted and met with some degree of success in restoring and providing basic services to their citizenry. However, most of the LAS have little or no experience with the work they are trying to undertake nor do they possess the resources to accomplish their tasks. Many are literally starting from scratch.

The Mission and its partners are providing assistance to institutionalize these LAS. Depending on the need of the individual LAS interventions may range from providing technical assistance to make the LAS' self supporting and sustainable in their primary functions, to strengthening the LAS' ability to formulate rehabilitation and development plans; to improving LAS mechanisms for implementing activities with active participation of local and international agencies. Development of this institutional base will be the foundation for developing their long term capacity, directly contributing to the Mission's special objective, to establish LAS' as full fledged local governments' capable of supporting and sustaining public utilities and social services and to be hierarchically integrated with grass-root institutions and, in due course, the nation government.

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: 1.1 Local Administrative Structures Operationalized

INDICATOR 1: Percent of Target LAS' which have developed an annual work plan

UNIT OF MEASURE: Percent as measured by:
Target LAS with a work plan
 7 (Total Number of Target LAS')

SOURCE: UNDOS, copies of the actual work plans.

INDICATOR DESCRIPTION: To be considered a work plan the document must include all of the following elements:

1. Statement of the Objective and targets
2. Sequencing and phasing of activities
3. Resource Requirement
4. Financing Arrangements

This is an annual figure.

COMMENTS:

For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following seven Regional Administrative Structures: Hiran, Middle Shabelle, Northwest, Bari, Nugaal, Mudug, and Galgadud.

For all LAS indicators UNDOS will report separately for each of the seven target regional administrative structures and will also provide aggregate figures for the seven districts, which will be reported to USAID/W .

YEA R	PLANNE D	ACTUAL
96(B)		0
97	2	
98	4	
99	7	

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: 1.1 Local Administrative Structures Operationalized

INDICATOR 2: Percent of Target LAS' with a system for collecting taxes in place.

UNIT OF MEASURE: Percent as measured by: <u>Number of target LAS' with a tax system in place</u> 7 [Total Number of Target LAS']	YE A R	PLANNE D	ACTUAL
SOURCE: UNDOS, Tax Expert annual report	96(B)		0
INDICATOR DESCRIPTION: To be consider a tax system the LAS must meet the following criteria: 1. A tax authority is established; 2. A transparent tax policy/regulation, including the rates for taxes and an identification of sources and fixation of rates, is in place; and 3. A transparent established procedure for tax collection is in place.	97	2	
	98	4	
For the purpose of this indicator transparency will be met if the policy is written and available to the public at the LAS' office.	99	7	
This is an annual figure.			
COMMENTS: For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following seven Regional Administrative Structures: Hiran, Middle Shabelle, Northwest, Bari, Nugaal, Mudug, and Galgadud.			
For all LAS indicators UNDOS will report separately for each of the seven target regional administrative structures and will also provide aggregate figures for the seven districts, which will be reported to USAID/W .			

Intermediate Result 1.2: Increased ability of NGOs to provide community services

In addition to the breakdown of public sector functions and services, non-governmental activities and institutions have also been discontinued or destroyed. Traditional societal coping mechanisms, which undertook functions outside the realm of government, have also eroded. However, the vacuum produced by the war and its aftermath, have provided room for genuine local initiative to emerge. These initiatives are critical for a community seeking to meet its own needs with nascent government bodies that are not in a position to provide all the requisite services. Consequently, USAID assistance is supporting the ability of NGOs to help provide these community services.

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME 1.2: Increased ability of NGOs to provide community services

INDICATOR 1: Percent change in the CARE Capacity Rating for target local NGOs in four areas: Governance, Finance, Management and Technical.

UNIT OF MEASURE: For each of the four categories the unit will be:	YEAR	PLANNE D	ACTUA L
<u>Sum of the % increase in NGO capacity ratings</u> Total Number of NGOs	96 (B) Governance		TBD*
SOURCE: CARE Capacity Index	96 (B) Finance		TBD*
INDICATOR DESCRIPTION: The Care Index measures NGO capacity in four categories: Government, Finance, Management & Technical.	96(B) Management		TBD*
The NGOs being rated have been receiving funding under the CARE Umbrella Grant for at least one year.	96(B) Technical		TBD*
This is an annual figure.	97 Governance	20% Increases	
COMMENTS:	97 Finance	20% Increases	
Base year will be October 1996 to September 1997.	97 Management	20% increases	
* Data will be available at end of FY97	97 Technical	20% Increases	
	98 Governance	25% Increases	
	98 Finance	25% Increases	

	98 Manage ment	25% Increases	
	98 Technica l	25% Increases	
	99 Governa nce	25% Increases	
	99 Finance	25% Increases	
	99 Manage ment	25% Increases	
	99 Technica l	25% Increases	

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: 1.2: Increased ability of NGOs to provide community services

INDICATOR 2: Percent of NGOs, completing capacity training, rated as competent

UNIT OF MEASURE: Percent as measured by:
of NGOs with a overall CARE capacity rating greater or equal to 3.5
 # of NGOs completing training

SOURCE: CARE capacity survey

INDICATOR DESCRIPTION: The Care Index measures NGO capacity in four areas: Government, Finance, Management & Technical.

An NGO would have to receive an overall average rating of “3.5,” on a scale of 1 to 5 in order to receive a rating of competent.

This is a cumulative figure over time.

COMMENTS: It should be noted that the denominator for this indicator will only include those NGOs that have completed training. Consequently, a narrative will be provided that sets out the total number of NGOs in three categories: 1. NGOs completing training; 2. NGOs continuing training; and 3. NGOs that have terminated the training without completion. For this third category, a narrative will be provided explaining why training was not completed (for example, training was canceled due to security problems).

* Data will be available at end of FY97

YEAR	PLANNED	ACTUAL
96 (B)		TBD*
97	70%	
98	85%	
99	85%	

Intermediate Result 1.3: Increased availability of information necessary for informed decision making

In the context of Somalia one thing is clear, community consensus is essential for local government units to operate successfully. In order to have a supportive community, information must be made available to individual citizens. This requires LAS' to become more transparent, publishing their decisions and administrative rulings that have been made, so individuals community members have a greater understanding of the process and underlying rationale for the decisions made. This becomes increasingly important as administrative structures begin to collect revenues from and provided services to the community at large. Consensus can also be built by sharing information about the success of other LAS in the country.

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs APPROVED: 15/10/1996 COUNTRY/ORGANIZATION: USAID/Somalia			
RESULT NAME: 1.3: Increased availability of information necessary for informed decision making			
INDICATOR: Percent of target LAS' regularly publishing administrative and economic data			
<p>UNIT OF MEASURE: Percent as measured by:</p> <p>Number of LAS' regularly publishing administrative and economic data 7 [Total Number of Target LAS']</p> <p>SOURCE: UNDOS, Local Representative quarterly reports</p> <hr/> <p>INDICATOR DESCRIPTION: Publishing requires minimally posting on a public notice board.</p> <p>Regularly will be assessed on a quarterly basis by an UNDOS Representative who visit the LAS' and check to see that the notice board is current</p> <p>This is an annual figure.</p> <hr/> <p>COMMENTS: For all of the indicators measuring Local Administrative Structures (LAS), USAID is referring to the following seven Regional Administrative Structures: Hiran, Middle Shabelle, Northwest, Bari, Nugaal, Mudug, and Galgadud.</p> <p>For all LAS indicators UNDOS will report separately for each of the seven target regional administrative structures and will also provide aggregate figures for the seven districts, which will be reported to USAID/W.</p>	YEAR	PLANNED	ACTUAL
	96(B)		0
	97	25%	
	98	45%	
	99	60%	

Intermediate Result 1.4: Improved local infrastructure

As mentioned in IR 1.1, in addition to the lack of services, the physical infrastructure of Somalia is also in great disrepair. Improved government structures, rehabilitated government buildings, ports, and roads are essential to the communities' ability to meet their needs in a timely, cost effective manner. USAID is not currently a major donor in this region, however, the European

Community is working to improve these infrastructures which will directly impact achievement of the special objective.

Intermediate Result 1.5: Private enterprise/entrepreneurs strengthened

In the absence of a public sector, the private sector naturally takes on added importance. Employment generation opportunities are severely limited in Somalia. Because income is such an integral part of food security, particularly in urban areas, it is crucial that employment and income generation activities be initiated. Income generation activities also play to the strengths of Somalis - their innate entrepreneurial spirit. The strengthening of the private sector is important because unless Somalis are pursuing productive activities, there will be no resources with which to meet their needs own needs or to form a tax base for the community. However, given the limited resources available to the Mission, this is not currently a major focus of the strategy. To the extent the Mission is working in this area, the interventions are focused on and limited to micro/small scale entrepreneurs. If resources become available, a greater emphasis may be placed on these interventions which will increase the overall impact of this strategy.

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 15/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: 1.5: Private enterprise/entrepreneurs strengthened

INDICATOR 1: Loans granted under the CARE Umbrella Grant*

UNIT OF MEASURE: Total Number

SOURCE: CARE

INDICATOR DESCRIPTION: The is the number of loans made during USAID's fiscal year. This is an annual figure.

COMMENTS: *To the extent that agriculture loans are included in this indicator they are also reflected in SO1.

YEA R	PLANNE D	ACTUAL
96(B)	850	850
97	1704	
98	1100	
99	1100	

SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs
APPROVED: 14/10/1996 **COUNTRY/ORGANIZATION:** USAID/Somalia

RESULT NAME: 1.5: Private enterprise/entrepreneurs strengthened

INDICATOR 2: Loan Repayment Rate*

UNIT OF MEASURE: % as measured by:

of loans classified as being repaid

Total # of loans

NB: This indicator represents the fiscal year and is not cumulative. In addition to the rate, a narrative will also be provided addressing loans written off during the period.

SOURCE: CARE, Umbrella Grant records

INDICATOR DESCRIPTION: Repayment includes loans being repaid that are no more than 6 months in arrears and loans fully **repaid** during the USAID fiscal year.

For the purpose of clarity (see NB above) this indicator will be disaggregated in two categories: Agriculture and Other Loans Repayment Rates

This is an annual figure.

COMMENTS: *To the extent that agriculture loans are included in this indicator they are also reflected in SO1.

YE A R	PLANNE D	ACTUAL
96(B)	80%	99% Agriculture
96(B)	83%	84% Other Loans
97	80% Agricultur e	
97	80% Other Loans	
98	80% Agricultur e	
98	80% Other Loans	
99	80% Agricultur e	
99	80% Other Loans	

Part III: Status of USAID/Washington-USAID/Somalia Management Contract

USAID Somalia's draft Integrated Strategic Plan (ISP) was completed in April 1996. Drafts have been prepared of: 1) The Management Letter in June 1996 (Instructions to USAID Representative Upon Appointment), 2) Integrated Strategic Plan (ISP) drafted April 1996, approved in October 1996, but never published; and, 3) The draft Management Contract with the AFR and BHR Bureaus prepared in December 1996. None of these documents have been finalized, yet all of the necessary agreements are in place for the implementation of the ISP.

The program has been operating relatively smoothly. Two problems need to be dealt with:

First: The delivery of results under SO 1 are primarily dependent upon the PL-480 Title II Emergency Food Program administered by BHR through the World Food Program (WFP). The BHR/FFP/Emergency Division has failed to take required actions, in a timely manner, during the last seven months. In addition to reducing the flow of food to the people of Somalia, these delays have also resulted in the failure of the program to produce sufficient or timely monetization proceeds. It was anticipated that on-the-ground NGO's, many receiving core funding from BHR/OFDA primarily related to SO 2, would receive supplemental funds from the WFP (monetization proceeds) and food for work that would fund the actual activities required to produce results under SO 1. Because these funds have not been forthcoming, these NGOs have been forced to work at less than full capacity. Thus the anticipated USAID funded results under SO 1 in FY1997 will be less than we have projected .

Second: The draft agreements cited above include agreement on staffing and operating expense levels reached at the time of ISP approval (October 1996). Since reaching those agreements, Washington has questioned its ability to live up to its side of the bargain. Without the agreed human resources and OE, which are already at minimum levels, the ISP cannot be implemented as approved. The major issue during ISP review and approval was the number of SOs. The New USAID Representative wanted one (1) SO and Washington insisted on three (3) SOs. There was no disagreement on what was to be done, the Mission wanted the three SOs consolidated into one using the Mission Goal (A less vulnerable, more self-sufficient population) as the one and only SO. If Washington must reduce the agreed to FTEs and or OE, then the Mission, as a minimum requirement, would like the three objectives consolidated into one. One SO, instead of three SOs, would significantly reduce the administrative load while leaving the sound program intact.

It also needs to be pointed out that one operational aspect of the program, an aspect that is totally dependent upon adequate staffing, is working well beyond expectations. This aspect is Donor Coordination and the development of effective partnerships. USAID's SACB partnership has allowed the Mission to substitute resources provided by over seventy partners for interrupted resource flows on the part of USAID. The net effect has been a significant leveraging of other donor resources in the production of results. This aspect of the program is the primary reason that USAID Somalia is producing results under the new SO 1. If USAID could get its PL-480 Title II Emergency resources flowing and maintain the management contract agreements, as was anticipated and agreed to at the time of ISP approval, the Mission would be able to exceed all ISP targets.

Part IV Resource Request - Fiscal Years 1998 and 1999

A) Prioritization of Strategic Objectives:

USAID/Somalia views all of its SOs' with equal importance. However, given the unique nature of the Somalia, context we provide the following ranking in descending orders of criticality to the Missions program:

1. SO2: Critical Needs met for Targeted Vulnerable Groups: This SO is at the heart of the humanitarian part of the program. It focuses on keeping people, especially those most vulnerable, alive. The activities under this SO get basic food items and medical supplies to avert famines, epidemics and death. Over the past year, with other donors and partners of the SACB, we have been successful in preventing mass starvation and increased mortality, despite impossible security impediments.
2. SPO1: Increase Community Capacity to Meet Its Own Needs: This SO is critical for Somalia if it is to emerge from its status of a "failed state". Local capacity in the public, private and not for profit sectors needs to be strengthened, revitalized and made to work to address community needs. Experimentation with various local administrative structures should help to provide lessons learned in support of peace efforts and the formation of a national government administration. USAID/Somalia ranks this ahead of SO1 because we believe we have a better chance of delivering on higher level, tangible results.
3. SO1: Improved Foundation for Agricultural production in Target Areas: This SO is directed at food security and Somalia's chronic food-deficit situation. Improved agriculture is essential to Somalia's long term viability and the prevention of starvation and malnutrition. This SO, which is complementary to SO2, while not immediately resulting in food security, will contribute to it. Additionally, due to administration problems associated with the PL480 program, the production of results in FY 1997 will be problematic.

B) Resource Request:

SO# 1: Improved foundation for Agricultural Production in Target Areas - Resource Request

BHR Requirements: There is a requirement for P.L. 480 Title II - Food for Work and monetization commodities.

As Somalia is a chronically food deficit country, this strategic objective reflects the US Government commitment, through the GHAI, to improve food security in the region. The Mission believes that improving the foundation for agriculture, by rehabilitating agricultural infrastructure and providing inputs and services to farmers, will ultimately contribute to enhanced food security.

While great progress has been made in the last few years, Somalia continues to suffer from extremely precarious security and weather conditions. The gains made by USAID/Somalia, therefore, are quite fragile, due to insecurity, failure of rains in some areas, and flooding in other areas.

As farmers are one of the most vulnerable groups in Somali society, SO 1 is designed to help a number of them emerge from an SO 2 type of vulnerability, for example as displaced people having been forced to leave their land. SO 1 will enable them to return to their land, and allow them to begin farming again, helping make themselves and their communities, in the long run, more food secure.

In addition, this strategic objective will prevent many other farmers from slipping into such precarious positions where the SO 2 type of assistance becomes necessary. SO 1, therefore, is complementary to, and will be implemented in tandem with, SO 2, and is the logical next building block on the long road to household food security.

FINANCIAL REQUIREMENT ESTIMATE:

CARE	\$ 650,000
P.L. 480 Title II (FFW)	\$1,000,000
P.L.480 Title II (Monetization)	\$3,000,000

SO# 2:Critical Needs Met for Targeted Vulnerable Groups- Resource Request

BHR Requirements: There are requirements for both OFDA funds and P.L. 480 Title II emergency food commodities.

A complex emergency situation continues to prevail in Somalia for the sixth consecutive year. An estimated 156,000 Somalis are internally displaced, with another 495,000 living in neighboring countries. These and other vulnerable groups, particularly women, children and subsistence farmers, remain dependent on international relief assistance to meet basic needs. The general food security situation in Somalia is precarious. Overall cereal production remains 37% lower than pre-war averages. The nutritional state of vulnerable groups is extremely fragile; undernourished children and mothers are particularly susceptible to killer diseases. Poor sanitary conditions in general reinforce the looming threat of cholera.

Over the past year, our resources combined with those of our SACB partners have been able to prevent famine, epidemic and massive death. Diminished resources could propel the Somalia People back into the catastrophic situation that was presented daily on CNN and other newscasts in the early 1990's

Somalia is currently experiencing a drought. Rainfed crops in many areas failed in the last harvest, and pasture lands did not regenerate sufficiently. The drought is causing an increased

hardship, population migration, loss of livestock, and threat to life among the most vulnerable segments of the population. A draft strategy (February 1997) has been has been developed through the SACB to address the drought with an immediate focus on keeping populations from migrating away from their farmlands.

FINANCIAL REQUIREMENT ESTIMATE:

UNICEF	\$ 1,000,000
FEWS	\$ 300,000

P.L.480 Title II (Direct Feeding)	\$ 1,500,000
OFDA	\$ 6,000,000

SPO1: Increased Community Capacity to Meet its Own Needs- Resource Request

BHR Requirements: There are no BHR requirements under this SO.

In the vacuum created by the lack of a national government, regional administrations and indigenous NGOs have attempted to provide services to citizens. Local administrations and NGOs are addressing a variety of needs: security, health, education and welfare. It is hoped that these LAS at some point can federate and form the basis for a consensus national administration.

FINANCIAL REQUIREMENT ESTIMATE:

UNDP/UNDOS Grant	\$ 500,000
CARE Umbrella	\$ 850,000
Administrative Management Grant	\$ 700,000

C) O.E. Narrative:

1. Overview of FY 1997 Submission Levels

The Somalia Mission's O.E. budget is based on acceptance of the USAID Representative's March 4, 1997 proposal for the retention of two USDH position. The USG gets enormous leverage for a relatively small program because of its prominent position within the SACB and on the SACB Sectoral committees. Also, given the need for frequent travel from nairobi to Somalia and elsewhere it is absolutely essential that a USDH "mind the store" in Kenya

The FY97 OE is \$346,000. Our original budget was \$330,000 but we received an additional \$16,000 to cover the Somalia portion of the redistributed and shared services within the complex occupied by the Somalia Mission, Kenya Mission and REDSO.

2) Overview of FY 98 Levels

As proposed by the USAID Representative, in FY 98 one O.E. PSC will be converted to program funding to save appropriately \$40,000 of O.E.. Somalia , therefore, will have an OE level of \$306,000. However, the new costs of ICASS which begins in FY 1998 will need to be added, appropimately \$10,000 per year on top of our O.E. base.

3) Overview of FY 99 Levels

Straightlined from FY 98