

USAID SOMALIA

Fiscal Year 2000 Results Review & Resource Request

FINAL

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Part I: Overview and Factors Affecting Program Performance

Political and Security Environment

Somalia is beginning its eighth year without a government. For some of those years, the world saw the plight of the Somalis as the focus of grim segments of the nightly news. We witnessed UNOSOM's arrival to impose a solution and we saw it depart in bitter frustration. For those eight years the Somalis have watched their infrastructure crumble; their institutions dissolve; in many cases, they have looked on helplessly as many of their family members and friends suffered and died for want of medicines and health treatment facilities; they now bewail that their children are becoming part of an uneducated, "lost generation". A generation that may find solace in the tenets of radical Islam and give rise to increased regional instability. While most Somalis are weary of their predicament, they seem unable and unwilling to set aside clan allegiance for the sake of broader national goals and unity. Likewise, if Somalis are worn out and fed up, so has the international community become fatigued with Somalia.

Despite the seeming intractability of Somalia's problems and growing disinterest, USAID and its Somalia Aid Coordinating Body (SACB) partners are making quiet progress and achieving modest results. Ironically, these results keep Somalia off Page One and in so doing, perhaps reduce the possibilities for much needed assistance. Almost every donor is lowering its level of assistance to Somalia. This likely portends Somalia's return to the headlines and the need for more funding than ever. We are sounding the warning alarm, but is everyone too deaf to hear it?

Somalia does have some pockets of relative stability, notably the North East and North West. At the time of the writing of this R4, some promising events were also occurring, as follows: 1) Puntaland, where discussions are underway to form a new regional government which will include Bari and Nugal regions as well as half of Mudug; 2) Hiraan, where the local elders and business people are working with UN Development Office for Somalia (UNDOS) to revamp the regional structure; 3) Inter-Riverine region, where the Digil and Mirifle clans of Bay and Bakool regions are in the process of reconciliation and the forming of a new regional government; 4) Jubaland, where the Absame and Harti clans of the Lower and Middle Juba regions are resolving their disputes and are now in negotiations with the Marehan clan which could result in a new multi-regional administration; and finally, 5) Mogadishu, where ongoing discussions could lead to meaningful peace and sub-clan reconciliation, and, a Benadir regional government. Also, over the past year the Ethiopian and Egyptian governments have engaged in separate, and so far unsuccessful, initiatives to promote the Somali peace process. Serendipitously, these moribund peace efforts at the national level seem to have stimulated more potent and successful grassroots dialogue at the district and regional levels.

While the political and security situation has changed little, the overriding factor affecting performance in meeting our Strategic Objectives over the past year has been weather. Readers of this R4 must have at the forefront of their minds that the entire reporting period was fraught with natural disasters. For part of the year, Somalia experienced severe drought, which was followed by some of the worst flooding to affect the country this century. Many experts believe that the abnormal rainfall is the result of the El Nino phenomenon. The drought occurred from April to October 1997 and the flooding began in November 1997 and the affects are still ongoing and the experts say will extend well into the future. Obviously,

USAID and the SACB's attention was directed to the delivery of assistance to the victims of these disasters. The delivery of disaster aid was hailed as very successful and it contributed to our goal under SO 2; however, it diverted time, energy and resources away from some of the other SOs. Again, these back-to-back natural disasters in Somalia must be factored into any assessment of performance during the past year.

Part II: Progress Toward Objectives

SO#	Strategic Objectives	Results
SPO 1	Increased Community Capacity to Meet its own Needs	IR 1.1 - Partially Met IR 1.2 - Partially Met IR 1.3 - Partially Met IR 1.4 - Dropped IR 1.5 - Partially Met
SO2	Critical Needs Met for Targeted Vulnerable Groups	IR 2.1 - Partially Met IR 2.2 - Met IR 2.3 - Partially Met
SO1	Improved Foundation for Food Crop Production in Target Areas	IR 1.1 - Partially Met IR 1.2 - Partially Met IR 1.3 - Met

Special Program Objective

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

This SPO addresses the problem of strengthening civil society at the grassroots. It focuses on two areas: NGOs and local administrative structures (LAS). Part of the rationale for this SPO is that if problems can be successfully dealt with and resolved at the local level, then this may translate to the benefit of overall national reconciliation. Also, even if a national solution were to be achieved, unless there are viable, local level institutions in place, nothing will be able to be implemented. We seek to have those implementing institutions operational for the future.

The efforts of the international community to assist the warlords and faction leaders in reconciling their differences, and forming a national government, have thus far failed (the Sodere and Cairo peace processes are two notable examples). However, significant progress has been made at the local level. In fact, in that sense, the Sodere and Cairo processes have not been complete failures, because they put pressure on the grassroots communities to take charge of their own destinies, rather than allow a new strong central government to impose "local" government upon them.

At the grassroots level, and with the assistance of the War Torn Societies Project, Life and Peace Institute (Swedish NGO), the Mennonites (US NGO), and UNDOS, thirteen and a half

out of eighteen regions have made significant progress towards internal reconciliation and the establishment of village, district, regional and super-regional governments.

Areas that have (or are forming) new regional governments:

Somaliland (Awdal, Woqooyi Galbeed, Togdheer, Sanaag, and Sool Regions): Somaliland, although it has nominally declared independence from Somalia, is, in fact, a true leader within Somalia in the areas of inter-clan reconciliation and the establishment of representational multi-regional government. There is less violence, less crime, less banditry, fewer beggars and street children, and generally more harmony than in any of the surrounding countries of Kenya, Djibouti, and Ethiopia.

Puntaland (Bari, Nugal and half of Mudug): About two years ago, the three regions, under the leadership of the Somalia Salvation Democratic Front (SSDF), reached agreement on the administration of Bossaso port (Bari region), and the sharing of revenues. This resulted in the European Commission and USAID, under the EU-US New Trans-Atlantic Agenda, to discuss with the three regions the possibility of a tri-regional Road Authority.

This Road Authority was subsequently established, and is being funded by a tax on petroleum products. The EC is funding the rehabilitation of the Bossaso-Galkayo tarmac road (\$3 million) and USAID is funding institutional capacity building for the road authority, tendering and supervising the construction (an initial tranche of \$750,000). This successful cooperation seems to have contributed to a meeting of clan leaders in Garowe in early 1998, in which the elders decided to proceed with a constitutional conference for a new regional state, Puntaland.

Hiran Region: In Hiran, the process started in 1995, when the clans of the region were able to develop sufficient cohesion to drive the invading Habr Gedir militia out. This was followed by the development of Sharia Courts, and three years of uninterrupted peace. In December 1996, USAID personnel traveled to Hiran. At that time, the local clans expected the donor community to come back and solve their problems. USAID told the Regional Governor, District Commissioners, elders and business people of all clans that if they wanted the donors to return, they must demonstrate a willingness to solve their own problems. During the year that followed, the elders, government officials and business people collected goats and maize from virtually every family in Hiran (worth over a million dollars), with which they repaired a major bridge and a major airport, among other projects. They have now asked for UNDO's help in establishing a new regional government, in collecting taxes, in training civil servants and in holding new elections. Donors are now returning, because everyone in the region talks about what they will do on their own, and how, with a little donor help, they can do more and do it faster.

Inter-Riverine Region (Bay and Bakool Regions): These two regions which had established internal peace and multi-regional government were invaded by the Habr Gedir in 1995. This resulted in the establishment of the Rahanweyne Resistance Army (RRA), which each year has retaken more territory from the Habr Gedir. Currently, the Habr Gedir only occupy Huddur in Bakool and Baydabo (Baidoa) and Buur Hakaba in Bay.

In November, 1996 the most esteemed elder (Malak Muktar) of the Digil and Mirifle clans that live in these regions opened a reconciliation conference in Tieglo, Bakool. Many problems were resolved and a number of sub-clans that had allied themselves with the Habr Gedir returned to the Rahanweyne side of the conflict. Since the Tieglo conference, Malak Muktar has been traveling throughout the RRA-controlled districts, working with the sub-clans to resolve disputes and establish local district governments. It is anticipated that a new Inter-riverine government will be the result. The Hiran Government has even offered to host this new Inter-riverine government in exile.

Jubaland (Lower Juba and Middle Juba Regions): There has been absolutely no government in these regions since the civil war. However, elders, Sultans, "Ugaases" and other traditional leaders have been slowly reestablishing their traditional authority. The reconciliation process started among the Absame clan, and took three long years of meetings to resolve their intra-clan problems. In the process, the Absame were able to disarm the Al-Itihad Muslim fundamentalist militia in Lower Juba.

The Harti clan took note of this process about eighteen months ago, and attempted to follow suit. However, with no traditional elders in the south (they control only the enclave of Kismayo), it took them a year to finally elect a new Sultan of Kismayo. Within months of this event, the Absame and the Harti reconciled, forming a new clan: the Kablalah. On March 29, 1998 the Marehan attacked Kismayo and in the fiercest fighting in the area since 1994, the Kablalah drove the Marehan into full retreat. Despite this event and the resultant power shift, the Kablalah remain determined to solve their problems peacefully with the Marehan. If this should happen, a new Jubaland Government would likely follow shortly thereafter. The new Jubaland could also include Gedo region, if the Absame help the Marehan defeat the Al-Itihad there.

Benadir (North and South Mogadishu): The Sodere and Cairo peace processes resulted in considerable ferment within the sub-clans of the Hawiye, notably within the Habr Gedir (Hussein Aideed) and the Abgal (Ali Mahdi), over who will lead, and how power will be shared within a new governmental structure. Negotiations are currently underway between Ali Mahdi and Aideed over the formation of a Benadir government and the legitimization of the Hawiye sub-clan leadership. It is possible that a Benadir regional government will emerge under the leadership of the Ali Ugaas, the most respected leader in the region.

Areas that are still in turmoil and have not progressed:

Four and a half regions remain in turmoil and inter clan reconciliation has not started: Gedo, Lower Shabelle, Middle Shabelle, Galguduud and half of Mudug Regions.

A.1. Performance Analysis

The following is a summary of achievements:

Intermediate Result 1.1: Local Administrative Structures Operationalized

Work plans are being prepared at the district level (1) and at the municipal level (1).

Tax collection systems have been established in two LAS. Tax collection systems have

also been implemented at some district and municipal levels.

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

Somali NGOs demonstrated improvements in the important skills areas of Finance and Management.

Somali NGOs show improved levels of overall competency after CARE training.

Intermediate Result 1.3: Increased Availability of Information for informed decision making

Tendering and recruitment information published in Nugal Region.

Radio being used in Mudug Region to disseminate important public information.

Intermediate Result 1.5: Private Enterprise/Entrepreneurs Strengthened

2,320 agriculture sector loans disbursed versus 1,500 planned.

Loan repayment rate for the agriculture sector is an amazing 93%.

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 .

YEAR	PLANNED	ACTUAL
96(B)		N/A %
96(B)		US \$ 23,777
97(B)	20 %	480%
97(B)	US \$ 28,532	U.S. \$ 138,465
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 .

YEAR	PLANNED	ACTUAL
96(B)		0
97	2	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: 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.

UNIT OF MEASURE: % as measured by:

Sum of the % increase in revenues spent of basic services
Number of LAS with Bookkeeping systems in place

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, Expert Assessment; LAS records

INDICATOR DESCRIPTION: Basic services include: security, education, health, sanitation and water.

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)

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 .

YEAR	PLANNED	ACTUAL
96(B)		N/A %
96(B)		US \$ 7,457
97	20 %	330%
97	US \$8,948	US \$ 32,223
98	20 %	
98	\$ US	
99	20 %	
99	\$ US	

Intermediate Result 1.1: Local Administrative Structures (LAS) Institutionalized

<p>SPECIAL OBJECTIVE 1: Increased community capacity to meet its own needs APPROVED: 15/10/1996 COUNTRY/ORGANIZATION: USAID/Somalia</p>			
<p>RESULT NAME: 1.1 Local Administrative Structures Operationalized</p>			
<p>INDICATOR 1: Percent of Target LAS' which have developed an annual work plan</p>			
<p>UNIT OF MEASURE: Percent as measured by: <u>Target LAS with a work plan</u> 7 (Total Number of Target LAS')</p> <hr/> <p>SOURCE: UNDOS, copies of the actual work plans.</p> <hr/> <p>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</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>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	96(B)		0
	97	2	1
	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'] <hr/> SOURCE: UNDOS, Tax Expert annual report <hr/> 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. For the purpose of this indicator transparency will be met if the policy is written and available to the public at the LAS' office. This is an annual figure. <hr/> 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 .	YEAR	PLANNED	ACTUAL
	96(B)		0
	97	2	2
	98	4	
	99	7	

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

The importance of the NGO sector in rebuilding Somalia cannot be understated. A strong and competent cadre of NGOs in Somalia is absolutely essential for the country's future. CARE has labored hard to establish this corps of NGOs, which adhere to acceptable standards of conduct and operations. Better quality projects are being implemented by indigenous NGOs due to the technical training and support being provided by CARE. This was especially evident during the recent flooding disaster when some of these CARE-trained NGOs carried out relief activities. CARE is still in the early stages of applying newly developed tools for assessing and measuring capacity building activities of NGOs and its methodology is continuously being refined.

While not all of the targets were met, we are encouraged that the targets for finance and management were more or less in line with our expectations. We believe that given the

political, security and climate constraints posed during the past year, that this is an acceptable level of accomplishment.

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:

Sum of the % increase in NGO capacity ratings
Total Number of NGOs

SOURCE: CARE Capacity Index

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

The NGOs being rated have been receiving funding under the CARE Umbrella Grant for at least one year.

This is an annual figure.

COMMENTS:

Base year will be October 1996 to September 1997.

YEAR	PLANNED	ACTUAL
96 (B) Governance		TBD*
96 (B) Finance		TBD*
96(B) Management		TBD*
96(B) Technical		TBD*
97 Governance	20% Increases	14%
97 Finance	20% Increases	20%
97 Management	20% increases	18%
97 Technical	20% Increases	13%
98 Governance	25% Increases	
98 Finance	25% Increases	
98 Management	25% Increases	
98 Technical	25% Increases	
99 Governance	25% Increases	
99 Finance	25% Increases	
99 Management	25% Increases	
99 Technical	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				
<p>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</p> <hr/> <p>SOURCE: CARE capacity survey</p> <hr/> <p>INDICATOR DESCRIPTION: The Care Index measures NGO capacity in four areas: Government, Finance, Management & Technical.</p> <p>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.</p> <p>This is a cumulative figure over time.</p> <hr/> <p>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).</p> <hr/> <p>* Data will be available at end of FY97</p>	YEAR	PLANNED	ACTUAL	
		96 (B)		TBD*
		97	70%	66%
		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 local administrative structures (LAS) 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			
UNIT OF MEASURE: Percent as measured by: Number of LAS' regularly publishing administrative and economic data 7 [Total Number of Target LAS'] SOURCE: UNDOS, Local Representative quarterly reports <hr/> INDICATOR DESCRIPTION: Publishing requires minimally posting on a public notice board. 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 This is an annual figure. <hr/> 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 .	YEAR	PLANNED	ACTUAL
	96(B)		13
	97	25%	190%
	98	45%	
	99	60%	

Intermediate Result 1.4: Improved local infrastructure

Within the framework of reengineering, ADS 200, a field level decision was made to eliminate IR 1.4 for the SPO. No meaningful benchmarks or targets or charts were developed for that IR.

Intermediate Result 1.5: Private enterprise/entrepreneurs strengthened

CARE was able to exceed its loan targets in both agricultural and non-agricultural lending. Significantly, the loan repayment rate in the agriculture sector was an amazing 93%---far above the target. The repayment rate in the non-agricultural sector was a respectable 70%, after factoring in the migratory nature of the borrowers and the climatic and political upheavals in a year that was unusual, even for Somalia.

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	PLANNED	ACTUAL
	96(B)	850	850
	97	1,500	2,320
	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	YEAR	PLANNED	ACTUAL
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.	96(B)	80%	99% Agriculture
	96(B)	83%	84% Other Loans
SOURCE: CARE, Umbrella Grant records	97	80% Agriculture	93%
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 desegregated in two categories: Agriculture and Other Loans Repayment Rates This is an annual figure.	97	80% Other Loans	70%
	98	80% Agriculture	
	98	80% Other Loans	
	99	80% Agriculture	
	99	80% Other Loans	
COMMENTS: *To the extent that agriculture loans are included in this indicator they are also reflected in SO1.			

B. Strategic Objective 1: Improved Foundation for agricultural production in target areas

Under SO 1, the Mission has focussed part of its diminished resources toward the agriculture sector, as farmers are generally 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.

This objective contributes directly to, and is necessary to achieve, the subgoal of "Increased Food Crop Production in Target Areas". An actual increase in production is too ambitious to be achieved, under the current conditions of scarce resources, and the prevailing weather and security 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 detailed 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. However, due to a prolonged drought in early 1997, followed by severe flooding later that year, understandably, a number of the Mission's intermediate results were not met. The foundation for food crop production was greatly damaged, and the affected communities are still struggling to recover.

The target areas for this strategic objective include project sites located mostly within the main nine agricultural regions of Somalia. Continued instability due to security problems, and anticipated disruptions of farming due to climatic conditions, mandate that the Mission's geographic strategy continue to be based on very targeted interventions that may be in different areas of the country, 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 both the USAID Umbrella Grant and the USAID Rural Food Security Project; and other international and local NGOs. Additionally, many of the activities will be completed using PL 480 Title II food for work commodities.

The Mission will continue to pursue GHAI objectives. African ownership is being pursued through CARE's local capacity building and WFP's use of indigenous 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.

B.1. Performance Analysis

The following is a summary of achievements:

Objective Level Results:

The actual number of hectares planted in target areas during the main planting season was over 400% of the Mission's target.

Intermediate Result 1.1: Increased Availability of Agricultural Inputs and Services for farmers in target areas:

Close to 4,000 contact farmers were trained in agricultural extension, who in turn, trained numerous other farmers in their communities.

Intermediate Result 1.2: Improved Agricultural Infrastructure in target areas

Local Somalia NGOs participated in greater numbers to rehabilitate vital irrigation canals.

Intermediate Result 1.3: Increased Investment by farmers in agriculture in target areas

2,320 agriculture sector loans disbursed versus 1,500 planned.

Loan repayment rate for the agriculture sector is an amazing 93%.

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: Target was far surpassed due to CARE's ability to collect this data.

YEAR	PLANNED	ACTUAL
96(B)		12,600
97	13,500	58,822
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:

YEAR	PLANNED	ACTUAL
96(B)		2,406
97	4,605	3,422
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: During 1997, the agricultural areas in Somalia suffered from a severe drought, followed by the worst floods this century. Because of these constraints, our results were lower than expected.

YEAR	PLANNED	ACTUAL
96(B)		3,730
97	8,591	3,919
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

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

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.

This is a cumulative figure.

COMMENTS: During 1997, the agricultural areas in Somalia suffered from a severe drought, followed by the worst floods this century. Because of these constraints, our results were lower than expected.

YEAR	PLANNED	ACTUAL
96(B)		62,500
97	140,000	68,594
98	240,000	
99	360,000	

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

UNIT OF MEASURE: Number

SOURCE: World Vision and ICRC

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.

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: The unprecedented floods of late 1997 necessitated that an extraordinary number of families received seeds. We expect this number to drop in 1998.

YEAR	PLANNED	ACTUAL
96(B)		11,910
97	15,460	66,264
98	13,500	
99	13,500	

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. (Only World Vision distributed tools in 1997)

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:

YEAR	PLANNED	ACTUAL
96(B)		3,500
97	1,460	920
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 SOURCE: Implementing partners of USAID 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. COMMENTS: Note that this indicator is a proxy measure of the availability of services.	YEAR	PLANNED	ACTUAL
	96(B)		3,843
	97	3,744	3,830
	98	3,500	
	99	3,500	

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: The road infrastructure was an area hit especially hard by the floods. We expect to target this sector even more intensively in the future.	YEAR	PLANNED	ACTUAL
	96(B)		1,370
	97	3,110	2,064
	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 <hr/> SOURCE: Implementing partners of USAID. <hr/> 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. <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	96(B)		132
	97	257	200
	98	377	
	99	497	

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 <hr/> SOURCE: Implementing partners of USAID <hr/> 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. <hr/> COMMENTS: A number of these measures were unable to be implemented due to the severe flooding, and others were literally washed away. We will target this IR even more intensively now.	YEAR	PLANNED	ACTUAL
	96(B)		334
	97	682	350
	98	1,032	
	99	1,382	

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:

YEAR	PLANNED	ACTUAL
96(B)		5.2%
97	5.3%	5.0%
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.	YEAR	PLANNED	ACTUAL
	96(B)		420
	97	1,920	2,740
	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 SOURCE: Implementing partners of USAID 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. COMMENTS:	YEAR	PLANNED	ACTUAL
	96(B)		11
	97	60	48
	98	100	
	99	140	

Strategic Objective 2: Critical Needs Met for Targeted Vulnerable Groups

Strategic Objective 2 is the center of USAID’s humanitarian program in Somalia. As

mentioned in our overview, the already complex emergency situation in Somalia was exacerbated by two additional acute emergency situations which required special interventions: in early 1997, Somalia was confronted with a drought, and towards the end of the year with massive floods. Therefore, most of USAID's energy during the last twelve months has been focused on achieving this SO.

A drought affected the whole country of Somalia from January through March of 1997. The central and southern parts of Somalia were particularly impacted, where rain-fed crops failed in many areas and pastures did not regenerate sufficiently. There was a substantial increase in malnutrition rates. An inter-agency response was coordinated by the SACB to pre-empt population movements. Targeted super-unimix distribution was organized by UNICEF in coordination with NGOs, 650 MT was distributed to 12,000 children in central and southern Somalia. WFP in coordination with NGOs distributed 3,616 mt to 302,759 drought affected people. ICRC distributed non-food items to 20,100 families displaced due to the drought and insecurity.

Torrential rains during October through December of 1997 created a rolling flood emergency throughout southern Somalia. Floods of this magnitude can normally only be adequately responded to by national and or international military efforts. The SACB organized a major civilian response with helicopters, planes and boats. The SACB capacity was so efficient that it also handled the Kenya flood response while international military capacity was being put in place. The floods dramatically altered the lives of approximately one million people and displaced over a quarter of a million; more than 2,300 people were confirmed dead as a direct result of the floods. More than 60,000 hectares of crops and farmlands were destroyed, food supplies dwindled and malnutrition, especially amongst children, soared in some areas. Water and sanitation systems collapsed, and outbreaks of communicable diseases, such as cholera, diarrhoea, malaria, respiratory infections, and hemorrhagic fever, have become widespread. An SACB inter-agency flood emergency response operation was launched and split into two phases. The first response phase quickly and successfully addressed the most urgent needs. Approximately, 106,090 families affected by the floods were supplied with blankets, plastic sheeting, super-unimix, BP5 biscuits, resettlement kits, water jerrycans, chlorine, ORS, and emergency medical supplies. The flood emergency continues to overwhelm southern Somalia's already stretched coping mechanisms. Many villages and farms remain under water. The second phase of the SACB inter-agency response is ongoing. To date, WFP has distributed over 6,000 mt of food to more than 500,000 flood affected people.

Access to the flood affected population remains the biggest constraint and challenge for the SACB inter-agency response. In the beginning of the flooding only two airports were accessible, other areas could only be reached by helicopter and boat. Although additional airports are now accessible, some areas still remain only accessible by helicopter and or boat; roads remain impassable and many bridges are destroyed. Despite our severely hampered ability to deliver critical services, we have succeeded in bringing relief supplies to the most vulnerable.

USAID's response to these back-to-back humanitarian crises was strengthened by its commitment to coordinate through the Somali Aid Coordinating Body (SACB). The SACB represented a unique institution for mobilizing resources, funds, leadership and coordination for the flood emergency response. USAID has been able to better target vulnerable groups

with the assistance of the SACB Sectorial Coordination groups which concentrate on methods for more timely and accurate identification of vulnerable groups.

There were some innovative humanitarian responses this year led by CARE, which built upon its current USAID funded Umbrella Grant. Both food and non-food items were distributed through local Somali NGOs in response to both the drought and the floods. The Somali NGOs proved more capable of reaching and targeting difficult areas. In addition, these NGOs have a long term commitment to the communities in which they work. CARE focused its relief response on building the capacity of local NGOs to manage emergencies, and provided training in commodity management and vulnerability assessment. In addition, the network of Community Health Workers (CHWs) which have long been supported by USAID, proved essential in our ability to respond along the Juba and Shabelle rivers to the floods. They enabled us to reach difficult areas and target those most in need. These activities, along with a few others, strengthened the correlation between SO2 and the SPO.

The most important U.S. national interest in Somalia is humanitarian. SO2 is directly linked to the U.S. Strategic Plan for International Affairs (SPIA) strategy: "Prevent or minimize the human costs of conflict and natural disasters". SO 2 is also linked with the Agency goal: "Lives saved, suffering associated with natural or man-made disasters reduced." SO 2 and its sub-goals reflect the principles of linking relief and development as outlined in the GHAI operating principles.

Performance Analysis

The following is a summary of achievements:

Objective Level Results

43.5% of children under five received vitamin A treatment in targeted catchment areas

UNICEF together with NGO partners made a major push during the last 12 months in the provision of Vitamin A supplementation to children six months to five years of age. The supplementation was carried out through Koranic and primary schools, EPI teams (providing Vitamin A capsules not only to children being immunized, but also to older siblings), during registration of children for immunization at the community level, and during the flood response through internally displaced persons registrations. Traditional birth attendants (TBAs), community health workers (CHWs), and MCH centers continued to provide Vitamin A capsules for children and women during the post-partum period.

41.5% of children under 12 months old were fully vaccinated in targeted catchment areas

Our coverage increased by 11.5% from last year, although we were hoping for a 15% increase. Insecurity in some areas, and the devastation of the floods made it difficult to reach all of our targeted population. However, UNICEF strengthened its immunization program by ensuring that immunization services are available at all MCH centers and increasingly at health posts as part of mobile supervisory services. The same mobile teams also provide immunization services periodically at the main gathering points for nomadic people. One of the major weaknesses of UNICEF's past support was the lack of data on EPI catchment population and the absence of the systematic setting of immunization targets. In response, as of 1997, all UNICEF partnership agreements require NGOs and other partners to define the catchment population of health facilities they support and to set annual targets for immunization.

47.25% of pregnant women visited or were visited by a health professional at least one time during their pregnancy

44% of women gave birth with a trained health attendant present

UNICEF in coordination with NGOs undertook a series of training of midwives, nurses and traditional birth attendants (TBAs), and health facilities were provided with equipment and pharmaceutical supplies as part of efforts to strengthen essential obstetric care.

49,434 mothers attended formal or non-formal oral rehydration training (ORT)

Through MCH centers, CHWs and TBAs, ORT training was provided to 49,434 mothers in Southern and Central Somalia. The training was provided on a one-on-one basis as well as group health education. During the education sessions, the health staff provided counselling to mothers on the proper techniques of preparing oral rehydration solution (ORS) from packages as well as out of household available items, the importance of utilizing ORS to

prevent dehydration and death, and the modes of prevention of diarrheal diseases.

172,750 vulnerable people have access to latrines in targeted areas as a result of USAID funded interventions.

USAID exceeded its target. ACF/France's program focuses on improving the sanitation conditions within displaced camps in Mogadishu by building or maintaining latrines, supplying garbage incinerators and sanitation tool kits to the displaced community. ACF built 163 new latrines and rehabilitated 1376. CARE funded ACF/USA to construct 55 latrines. UNICEF constructed 40 twin latrines at schools; 8 twin latrines at IDP camps; and 8 hand washing facilities.

431,417 vulnerable people have access to potable water in target areas as a result of USAID funded interventions.

USAID exceeded its target. ADRA rehabilitated 10 water yards in Galgaduud region. ADRA's water rehabilitation program was strengthened by the participation of women in the water committees established to oversee and maintain the water supply system; a strong monitoring system was established; there was a strong link developed through community participation. ACF/France rehabilitated 40 wells in Mogadishu, installed new hand pumps for 10 wells, provided minor maintenance to 104 wells. CARE rehabilitated through its local partners 28 wells.

Intermediate Result 2.1: Improved delivery systems for emergency food commodities

WFP Somalia developed and put into place a computerized commodity tracking system.

The percent of food losses decreased from 27.06% to 3.4%

More than 10,000 MT of food was delivered to over 800,000 vulnerable people.

Intermediate Result 2.2: Improved identification of vulnerable groups

Food Security Assessment Unit (FSAU) mapped and analyzed three main food economy zones in Hiraan, Bay and Bakool.

Famine Early Warning System (FEWS), in conjunction with UNDOS, the U.S. Bureau of Census and UNFPA re-estimated the population of Somalia at closer to 5.5 million, down from almost 9.5 million. This change made targeting efforts much more realistic.

The SACB Nutritional Working group developed a standardized nutritional assessment tool and developed a network of sentinel sites.

Super-unimix was delivered to 300,000 malnourished children under five.

Intermediate Result 2.3: Improved capacity to deliver critical social services to targeted vulnerable groups

605 health facilities received essential drug supplies on a regular basis.

70% of the wells in Mogadishu were chlorinated on a regular basis during the months of the cholera season.

703 health workers received formal training.

<p>STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups APPROVED: 10/15/1996 COUNTRY/ORGANIZATION: USAID/Somalia</p>			
<p>RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups</p>			
<p>INDICATOR 1: Percent of target vulnerable population that received the following services: [See the next four pages indicator 1 a–d]</p>			
<p>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</p> <hr/> <p>SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers.</p> <hr/> <p>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.</p> <hr/> <p>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.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	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	43.8
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%]	YEAR	PLANNED	ACTUAL
	96(B)		30
	97	45	41.5
	98	55	
	99	65	

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:

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

<p>UNIT OF MEASURE: Percent as measured by: Number of pregnant women that visited or were visited by a health professional at <u>least one time during their pregnancy</u> [Total targeted catchment area x 4.3%]</p> <hr/> <p>SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers.</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <hr/> <p>COMMENTS:</p>	YEAR	PLANNED	ACTUAL
	96(B)		43
	97	53	47.25
	98	63	
	99	73	

<p>STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups APPROVED: 10/15/1996 COUNTRY/ORGANIZATION: USAID/Somalia</p>			
<p>RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups</p>			
<p>INDICATOR 1 d.: Percent of Women who gave birth with a trained health attendant present</p>			
<p>UNIT OF MEASURE: Percent as measured by: Number of women who gave birth in the presence of <u>trained health provider</u> [Total targeted catchment area x 4%]</p> <hr/> <p>SOURCE: UNICEF, CISP, IMC, AFC/USA, ARC; WorldVision, SCF/UK, CARE, and UNDOS Health clinic registers.</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <hr/> <p>COMMENTS:</p>	YEAR	PLANNED	ACTUAL
	96(B)		24
	97	31	44
	98	40	
	99	45	

<p>STRATEGIC OBJECTIVE 2: Critical Needs Met for Targeted Vulnerable Groups APPROVED: 10/15/1996 COUNTRY/ORGANIZATION: USAID/Somalia</p>			
<p>RESULT NAME: Critical Needs Met for Targeted Vulnerable Groups</p>			
<p>INDICATOR 2: Number of mothers attending formal or non-formal ORT training.</p>			

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:	YEAR 96(B)	PLANNED	ACTUAL 28,350
	97	41,620	49,434
	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 SOURCE: ACF/France Records 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. COMMENTS:	YEAR	PLANNED	ACTUAL
	96(B)		155,168
	97	170,000	172,750
	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:

YEAR	PLANNED	ACTUAL
96(B)		293,155
97	347,045	431,417
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

SOURCE: Distribution Plan and WFP & UNICEF distribution
records and monitoring reports

INDICATOR DESCRIPTION: : Food Aid includes food for work;
supplemental feedings and free food distributions.

COMMENTS:

YEAR	PLANNED	ACTUAL
96(B)		328,513
97	300,000	802,759
98	300,000	
99	300,000	

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: <u>Total amount of food arriving at the port cities in Kenya and Tanzania</u> Total amount of food received by the ultimate beneficiaries. <hr/> SOURCE: WFP records <hr/> 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: <hr/> COMMENTS: * Poor port conditions have already damaged over 2000 mt of food for 97, combined with 100 mt destroyed by a fire in Mombasa, and 100 mt stolen from Dar es Salaam.	YEAR	PLANNED	ACTUAL
	96(B)		27.06% *
	97		3.4%
	98		
	99		

* The 1996 losses were mainly due to the fire in Mogadishu at the WFP warehouse and theft in Mogadishu.

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	Yes
	98		

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: <u>Number # of major food regions mapped</u> 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:	YEAR	PLANNED	ACTUAL
	96(B)		0
	97	2	3
	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:

YEAR	PLANNED	ACTUAL
96(B)		33
97	52	102
98	55	
99	60	

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:

YEAR	PLANNED	ACTUAL
96(B)		86.5
97	92.5	71 *
98	96	
99	97	

* There was a low implementation level here because UNICEF's restructuring and signing of agreements was slower than expected. Insecurity in some areas prohibited transport, and some NGOs asked for orders to be put on hold due to insecurity. The demands caused by the El Nino related flooding also impacted on "on-time" deliveries.

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: Number of wells chlorinated in Mogadishu Total Number of well in the Mogadishu SOURCE: ACF, CISP INDICATOR DESCRIPTION: COMMENTS:	YEAR	PLANNED	ACTUAL
	96(B)		54
	97	60	70
	98	70	
	99	70	

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 SOURCE: Implementing partners, records INDICATOR DESCRIPTION: New potable water sources include those constructed and rehabilitated. This is a annual figure. COMMENTS: Flooding in some areas prevented and/or delayed the development of new water sources.	YEAR	PLANNED	ACTUAL
	96(B)		143
	97	261	192
	98	250	
	99	250	

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:

YEAR	PLANNED	ACTUAL
96(B)		454
97	170	1594
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 SOURCE: Implementing partners records INDICATOR DESCRIPTION: Certified means that the health worker completed and passed a training course. Health workers include: Community Health Workers, Traditional Birth Attendants, Nurses, Auxiliary Nurses, and Midwives. This is an annual figure. COMMENTS: Personnel were diverted from normal activities by the unprecedented demands of the floods. More routine work, like certification of health workers, was put on the "back burner", while more life threatening health issues were addressed.	YEAR	PLANNED	ACTUAL
	96(B)		1603
	97	1445	703
	98	1023	
	99	850	

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

A. STATUS OF THE MANAGEMENT CONTRACT:

The Management Contract was contained in the ISP approval cable (State 038816, dated 3 March, 1997 and the 1999 R-4 reporting cable State 132390, dated 15 July 1997. Washington, due to resource constraints was unfortunately unable to live up to its side of the Management Contract. In January of 1998 the A/AA/AFR approved an Action Memo which: (1) eliminated the USAID Representative for Somalia position and (2) consolidated the management of the USAID Somalia program within REDSO/ESA.

The Memorandum stated: ". . . The FY 1999 Results Review and Resource Request (R4) composite score for the Somalia program resulted in a fourth quartile ranking. State/AF/E ranked Somalia last on U.S. foreign policy interests. Somalia scored zero in the quality of development partnership category. Security also remains the primary constraint in delivering assistance as well as a serious threat to the safety of USG staff . . .

The security environment has hampered USAID in finding suitable partners for implementing our program. Serious questions have been raised about the ability of the primary partner (WFP) on SO 1 (Improved foundation for agricultural production) and SO2 IR2.1 (Timely delivery of appropriate food commodities) to deliver assistance. Given that the primary purpose of the program is to help avoid a recurrence of famine and mitigate some of the

effects of drought, the lack of success calls into question the entire assistance program.

Program performance in the other objectives has been mixed. The non-food emergency assistance under SO2, "Meeting the Critical Needs of Targeted Vulnerable Groups," has been effective as well as CARE's efforts in capacity-building of Somali NGOs. It is less clear if there has been impact in our work with local government structures . . .

Next steps include:

1. A plan to manage the Somalia program in REDSO/ESA developed in consultation with AFR and BHR;
2. Once the merger is complete, a review, in consultation with USAID/Washington and State/AF/E, on possible revisions to Somalia's management contract; and
3. A review of the staffing skills necessary for program management and recruitment of appropriate staff.

. . . REDSO/ESA Director will be vested with all normal field authorities under ADS Section 103.5.11a (Bureau for Africa Delegation to Mission Directors and USAID Principal Officers) relevant to the Somalia Program . . ."

USAID Somalia will close its doors on 30 June 1998 and the responsibilities for managing the Somalia program will be assumed by REDSO/ESA, Nairobi.

B. STATUS OF THE INTEGRATED STRATEGIC PLAN:

USAID Somalia's Integrated Strategic Plan (ISP) was drafted in April 1996. The ISP, containing illustrative IR's, indicators and targets, was approved in October of 1996. The Somalia Mission prior to submittal of the 1999 Results Review & Resource Request (R-4) in March, 1997 completed, in conjunction with partners, its ISP Monitoring and Evaluation Plan, which for the first time defined the IR's, indicators and targets against which Somalia Mission performance would be measured. These new IR's, indicators and targets, were incorporated into the USAID Somalia FY 1999 R-4 (no progress was reported, at that time, against these newly articulated measures, thus the Somalia program was placed in the fourth quartile "UNRANKED"). The FY 1999 R-4 Reporting Cable, State 132390, dated 15 July 1997 stated: "The Mission was commended for preparing one of the best written and most articulate R4 documents, particularly in light of the challenges of lack of data and targets. This R4 is a model for the benefits of capturing results under complex emergencies."

C. USAID SOMALIA RECOMMENDATIONS ON THE FUTURE OF THE SOMALIA PROGRAM:

With respect to the future management of the USAID Somalia program, funding and staff permitting, the USAID Representative recommends that:

- 1) A TDY Direct Hire be assigned in June of 1998 and until the new REDSO/ESA, GDO position, recently created and currently on the bid list, is filled.
- 2) With respect to OE, this R-4 is requesting the previously agreed level of \$300,000 for REDSO/ESA use in monitoring the Somalia program. The OE request in addition to only funding the cost of one Direct Hire instead of two, contains one significant change, OE funds

in the amount of \$64,000 per year are included in the budget for in-country (Somalia) travel for supervision and monitoring. This increase from \$14,000 to \$64,000 is necessitated by inter-UN agency problems associated with the management of the UN Consolidated Air Service (UNCAS) and a reduction of \$500,000 in OFDA funding in support of UNCAS (USAID will no longer receive free air service within Somalia). Also, please see section below on OE.

3) With respect to future management of PL-480 resources it is recommended that BHR/FFP put an accountable organization in place, in lieu of the WFP as soon as possible. USAID Somalia, in compliance with the recommendations contained in the recent RIG Audit of USAID Somalia monitoring of the BHR/FFP managed WFP Somalia program, will recommend an accountable alternative management system, prior to closing its doors.

4) The ISP, be maintained as currently approved for the period 1998 through 2000; however, REDSO/ESA should be scale back targets based upon reduced funding levels in FY's 1999 and 2000. This recommendation is based upon the strong support of USAID partners for the ISP Monitoring and Evaluation Plan, which they developed and the highly successful implementation of the ISP during its first year (reported in this R-4), despite catastrophic drought and floods.

5-a) That the REDSO/ESA continue to implement the program through the Somalia Aid Coordination Body (SACB). USAID Somalia has been an active member of the SACB which is comprised of all donors, UN agencies and NGOs operating in Somalia. USAID Somalia has not directly managed any of its programs; however, the greater SACB Somalia Program, that includes but goes beyond the ISP, is carried out under the auspices of SACB coordinating and technical committees. USAID Somalia was very active through all of the SACB Committees in the management of the multi-donor Somalia Program. The SACB management process was then backed up by extensive USAID Somalia monitoring of the programs funded under our DA, OFDA and PL-480 accounts. The committees through which USAID has managed the Somalia program consist of:

Executive Committee: This committee sets policy, deals with security problems and coordinates all interventions in Somalia.

Consultative Committee: This committee meets monthly and is the forum in which all SACB members are kept informed of developments, are able to air problems and where SACB Executive Committee actions are endorsed.

UNDOS Advisory Committee: The Advisory Committee is the Board of Directors for the UN Development Office for Somalia. The office functions as a Ministry of Plan in exile and is responsible for the archives of the Government of Somalia, preparation of analytical planning reports for SACB members and development of the administrative capacity of local government structures in Somalia. UNDOS, in turn, chairs the Local Administration Sectorial Committee (described below).

NGO Coordinating Committee: This NGO consortium deals with common issues having to do with security, logistics, personnel and administration.

Sectoral Steering Committee: Coordinates common issues among the sectoral committees and

recommends common policies to the SACB Executive Committee.

- Food Security Sectoral Committee: Monitors data on malnutrition, food crop production and vulnerable populations and coordinates SACB activities related to food aid interventions.
 - Health Sectoral Committee: The key focus of this committee is the establishment of common strategies. It promotes regional health planning and multi-sectoral co-ordination. The committee also encourages and monitors the application of standards and guidelines for provision of essential drugs, EPI professional training, health financing, health information systems, nutritional monitoring and cholera treatment and prevention.
 - Local Administration Sectoral Committee: Coordinates efforts to help create a system of governance that promotes, supports, and sustains human development and contributes substantively to the building and support of durable systems of governance in Somalia, which guarantee peace equality and well-being of the Somali citizens.
 - Water and Sanitation Sectoral Committee: The committee is set up to address issues related to the accessibility of appropriate water sources and sanitation facilities including making recommendations regarding standard practices.
 - Educational Sectoral Committee: The committee focuses on education issues such as curriculum and teaching/learning materials, donor strategy, professional development and community ownership.
 - Refugees and IDPs Sectoral Committee: Coordinates SACB activities related to Somali refugees in the region and the developed world and the displaced people within Somalia.
 - Rural Development Sectoral Committee: Coordinates SACB activities related to agriculture (seeds and tools), livestock, micro credit and other aspects of rural infrastructure.
 - Infrastructure Sectoral Committee: Coordinates SACB activities related to ports, airports, roads and bridges. The data compiled by this committee will potentially be very important if a central government comes into being.
- 5-b) Recommended minimum REDSO/ESA and Embassy participation in SACB Committees:
- REDSO/ESA: Executive Committee, UNDOS Advisory Committee, Food Security Committee, Health Sectoral Committee, and Rural Development Sectoral Committee; and,
 - Embassy/POL: Executive Committee, Local Administration Sectoral Committee and Refugee and IDPs Sectorial Committee