

2012/6/4



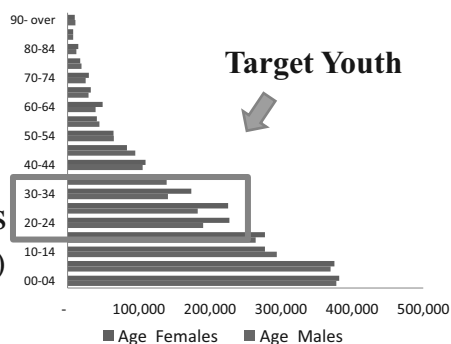
Practitioner’s Workshop on Supporting Innovative Livelihoods and Employment in Conflict and Conflict Affected Situations in Africa (Nairobi, Kenya March 6 – 7, 2012)

Youth Employment & Empowerment Programme in Sierra Leone

Mohamed Abchir- UNDP, Sierra Leone
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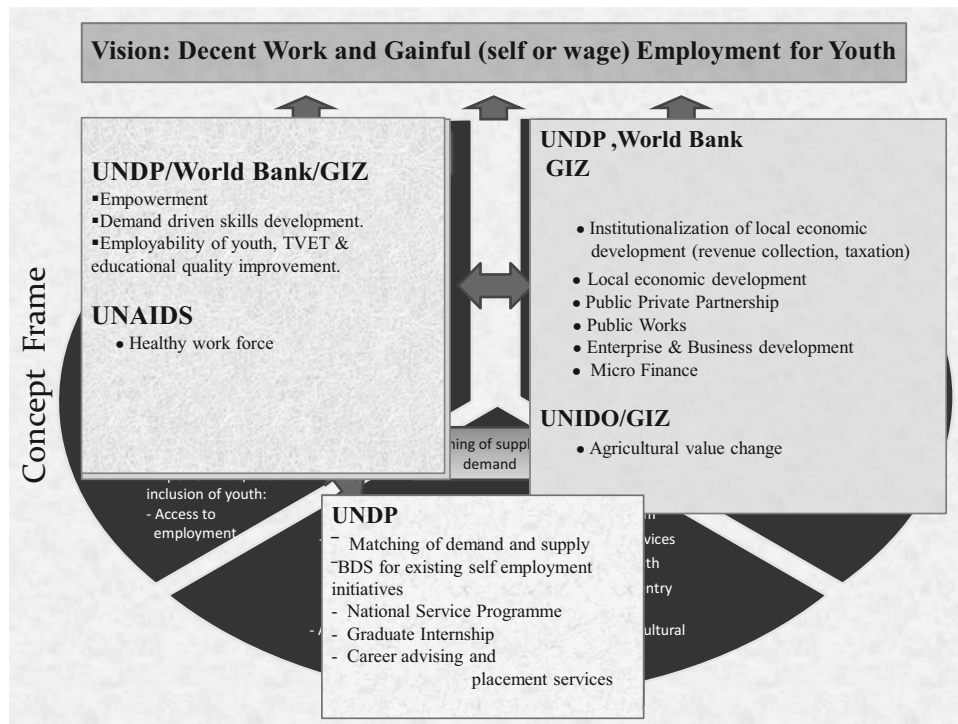


Youth in Sierra Leone at a Glance



- 34% of the population (2004 census)
- Split across three age groups (15-19 / 20-24 / 25-35)
- Half of youth urbanised
- About 70% unemployed or underemployed. 800,000 (world Bank 2009)
- About half of youth (15-24 years) are not literate. (UNICEF at glance, 2009).
- Youth employment is on high priority in Govt’s ‘Agenda for Change’ (PRSP 2) & the UN joint Vision.

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Key Intervention Areas



- 1. Institutional, Regulatory and Policy Environment**
- 2. Comprehensive package of business development services for youth**
 - Entrepreneurship skills development
 - Technological upgrading and innovation
 - Micro-finance/credit
 - Development of agro-based value chains
- 3. Technical and vocational education and training, apprenticeship training**
- 4. Labour based public works**
- 5. Youth participation, incorporating national volunteer services**

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Main Achievements



Establishing the systems and structures fully operational National Youth Commission.

Strengthening policy coherence relating to employment and youth employment.

Establishment of coordinating and leadership mechanism in Youth Employment sector



Achievement



An impact assessment of all 17 youth employment projects found that;

- The income of the 10,299 beneficiaries increased, on average, by more than 197 percent.
- Communities reported that this improved their food security and the likelihood that they could afford school fees.
- Over 70 percent of the respondents reported that the projects made a significant difference in their lives;
- Almost all respondents (99 percent) reported having more hope for the future.
- Beneficiaries identified a range of secondary effects from the project activities (i.e., financial literacy) that improved their long-term development prospects.
- The most innovative Implementing Partners (IPs) were still able to strengthen local governance committees during the implementation of the project.

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Key areas of achievement



- Micro franchise
- Finance and business development
- Commercialization for youth farmers groups .
- IT Training & Business.
- Agribusiness & Value Chain Promotion.
- Functional Adult Literacy.
- Combining theoretical and practical TVET training.

Examples of Interventions

- **1. Supporting Farmers Groups to establish business ventures (COOPI)**
- **First phase:** sensitization of Youth, distribution of agricultural inputs (seeds, cuttings, tools), training to increase crop, basic literacy, numeracy and life skills, conflict management and HIV/AIDS awareness. 7-day intensive BDS training
- **Second phase:** agricultural inputs and any additional training, locally sourced organic fertilizer and pesticide, agro-processing equipment, drying floors and storage facilities, access to micro-finance, radio discussion programmes (cultivation, processing and marketing). Linkages between youth farmer groups and WFP (P4P)

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Examples of Interventions

- **2. Enterprise Development through Credit Mentorship (HELP-SL)**
- **First phase:** beneficiaries are provided with basic BDS and mentoring plus a soft loan to establish or expand an existing enterprise
- **Second phase,** at the end of the repayment period of six months, the credit rating of the beneficiaries is transferred to a Micro-finance institution. Business assessed and a second larger loan given. Skills consolidated and enterprise build reputation-proceed further with other lending institutions (including banks)

Examples of Interventions

- **3. Enterprise Development through a Micro-Franchise Model (IRC)**
- **First phase:** mapping of potential franchise partners and assessment of the value chain. Selection of-current success, simplicity of the business model and local accessibility of goods. Six items: bread; mobile phone top-up cards; fish; ice; cosmetics and vegetable production and marketing.
- **Second phase:** business plan- approved suppliers, task lists and performance indicators. Youth trained-customer service; budgeting; profit and loss; market demand and competition. BDS training and mentorship. 400 youth established their own business. 3 months of training and mentoring to support the business start-up.

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Examples of Interventions

- **4. ICT-Based Enterprises (i-EARN)**
- Designed to provide professional training to youths in modern multimedia and ICT skills for self employment.
- The trainees are identified and trained for a period of three months in ICT and business skills
- The Centres where the training takes place are also operated as business outlets, providing internet and secretarial services
- Provide trainees with skills to produce short documentaries and adverts. Trainees receive not only theoretical training, but practical hands-on training as well
- 400 youths went through the training, of which 216 are now in self-employment and 62 became ICT operators or tutors.

Examples of Interventions

- **5. The Outgrower Scheme Approach (GTZ and IFAD)**
- **Value chain** analyses carried out for cocoa, oil palm, cassava, vegetables (cabbage), rice, ginger, poultry (focusing on eggs).
- **Public-private-partnership** arrangements: Goldtree Ltd (private company) provide support to farmers for the rehabilitation of their cocoa and oil palm farms abandoned during war
- **Farmers trained** in rehabilitation, replanting, plantation management, harvesting and post-harvest handling (IFAD/GTZ)
- **Fresh Fruit sold to Goldtree** for processing: provide youth farmers with access to inputs, secure markets and fair prices

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Lessons Learnt

- Shift the intervention approach to “Business-Oriented” from “Socially-Oriented”.
- Avoiding market saturation in a limited formal private sector.
- Limited knowledge of youth’s understanding of running capital vs profitability.
- Business Development Service is highly required to support suppliers.



Lessons Learnt

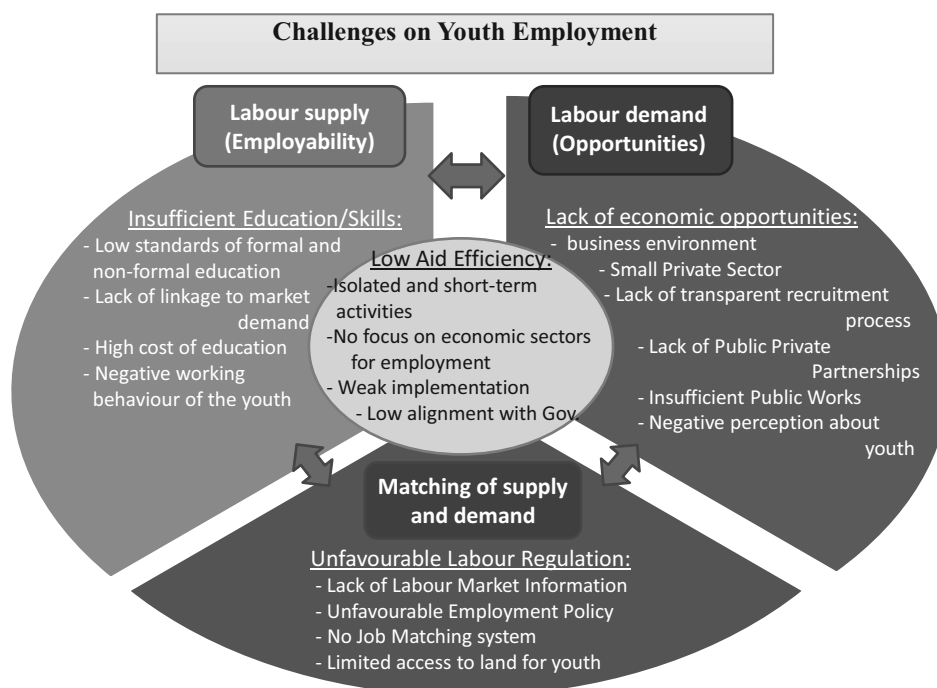
- In agric support, at least a minimum of two agricultural cycles should be supported
- Local market survey has to be conducted regularly and systematically to establish the information sharing network of local business opportunities



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Lessons Learnt

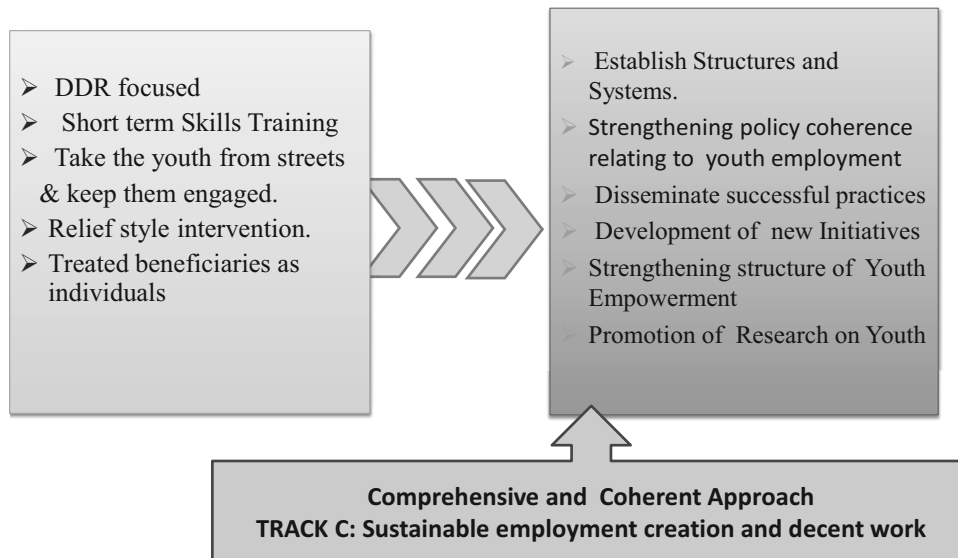
- Projects need to link youth into a network
- Projects have to play a facilitating role between the youth and the business idea and play the interlocutor role
- Most projects are more effective where there is a good social organization, normally in the form of preexisting natural groups
- Life skills is an essential component
- There must be at least 6 months of mentoring to enable the enterprise to get established
- Not all implementing agencies have the necessary technical background to undertake the necessary roles.



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Transition from Recovery to Longer-Term Development



NEXT STEPS



- Technical support to policy development and the roll-out of the National Employment Policy and National Youth Policy.
- Strengthening coordination and donor support through the Partner Group.
- Strengthening sector coordination through the Youth Employment Technical Forum
- Making the Business Development Service operational for youth (assisting young entrepreneurs by providing relevant business development services)

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NEXT STEPS



- Expanding the CAPS service to secondary schools and Tec Voc institutions.
- Enabling the Youth Councils to be operational and have a voice at the district and national levels.
- Developing the National Youth Service strategy and roll-out plan
- Conducting research and studies on youth issues to add to the existing body of knowledge on youth employment
- Documenting and publishing good practices and lessons learnt

Some Speaking Photos



Electronics Repairs



Motorbike Repairs



ICT



Weaving



Mobile Phone Cards



Cosmetics

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Some Speaking Photos



Bakery



Arts and Crafts



Transporters



Food Retail



Hairdressing



Welding

Some Speaking Photos



Catering



Petty Trading



Garri Processing



Agriculture



Agriculture



Agri-business

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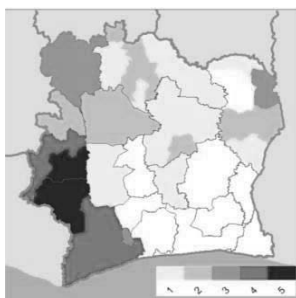
THANK YOU



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Case Study and Lessons Learned from Livelihoods and Employment Projects in Post-conflict Countries

COTE D'IVOIRE



Joseph Ezoua, and Paulin Yewe; UNDP Cote d'Ivoire

**Practitioner's Workshop on Supporting Innovative
Livelihoods and Employment in Conflict
and Conflict Affected Situations in Africa**

Nairobi, Kenya

March, from 6 – 7, 2012

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Outline of presentation

- Background/context
- Crisis response strategy
- Impact of UNDP initiatives at national and local levels
- New thinking/practices and lessons to improve impact and sustainability
- Challenges and opportunities
- Partnerships

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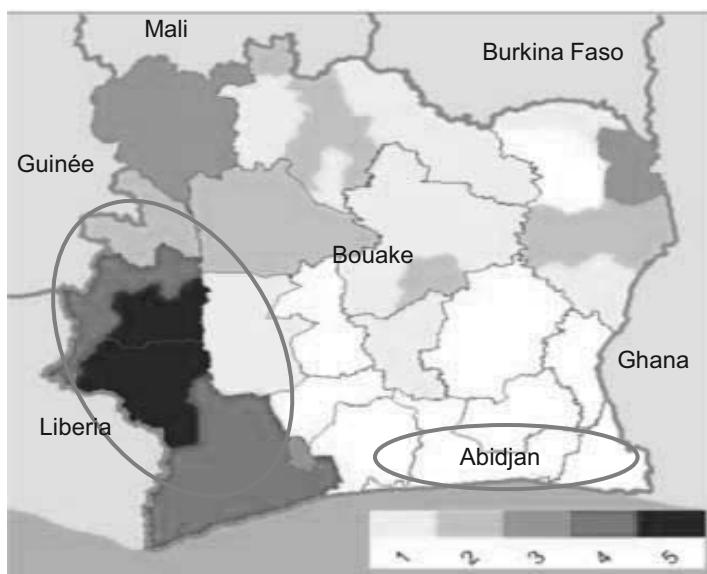


Background/Context

- The crisis facing Cote d'Ivoire since 2002 and exacerbated by the recent post-election crisis led the country to a humanitarian and economic concern, and has impacted food security of affected areas and the populations ability to develop their livelihoods
 - About 3,000 people killed, 800,000 IDPs and 170,000 refugees during the armed conflict
 - There have been significant crops losses and destructions of production assets, local economic and social infrastructures, public buildings, and households and individual houses (8,000 only in the west)
 - There were a deep fracture of social cohesion and a degradation of the security environment

- The country is facing unemployment, particularly for young people
 - Estimated at 15.7% in 2008 versus 6.2% in 2002, the rate was higher among youth (24.2% and 17.5% from 15 to 24 and 25 to 34 years)
 - The crisis has caused several public and private enterprises looting, limiting their ability to maintain or create jobs, and certainly increasing the rate

3



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Background/Context, cont'd

- The Government efforts are now turning toward security, public order, economic recovery, and peace and national political reconciliation
 - Priorities are focused on post-conflict economic recovery and poverty reduction, restoration of livelihoods of affected populations and jobs creation for young people, social infrastructure rehabilitation, and RSS/DDRR (60,000 ex-combatants)
- UNDP CO works to improve living conditions of affected and vulnerable populations, who operate in a secure environment and where the social cohesion has been strengthened
 - Provide support to livelihoods and economic recovery interventions for the benefit of communities, households, and individuals affected by conflict (women, youth, displaced persons...);
 - Promote rapid job creation and entrepreneurial initiative for sustainable youth employment

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Crisis response strategy

- Support to the national strategy of return populations and secure community environment for local economic recovery interventions
 - Redeployment of local administrative and security authorities (IRF/PBF)
 - Development of the national policy of social cohesion, and reactivation of the local mechanisms for conflict prevention/management (IRF/PBF)
 - Building ownership and management of local development
- Support to the development of income generating activities (IGAs)
 - Approach/strategy :
 - Rapid assessment to identify needs and potential economic areas of wealth or sources of growth, and to focus UNDP interventions in a dynamic of economic recovery, local development and poverty reduction
 - Community mobilization to involve beneficiaries and local authorities in the process of the economic activities development

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Crisis response strategy, Cont'd

- Approach/strategy :
 - Capacity development (technical capacities, functional literacy, specific training in the field) of local actors to maximize achievement of expected impact and sustainability of the activities (National and local implementing partners: ANADER, NGO: DRC, IRC...);
 - Targeted allocation of seed money (based on selection criteria established by local authority, community and technical ministry) to support activities (Asset replacement and replenishment, goodwill, store rehabilitation, etc..). *It should be noted that later, consolidation fund are allocated through microfinance mechanism (MFIs)*
 - Promoting social cohesion at local level, particular emphasis is placed on unifying income generating activities for benefit affected populations and host communities of ex-combatants, IDPs and returnees

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Crisis response strategy, Cont'd

- Support to employability and job creation for young people
 - Promoting young people integration into the workplace and employment opportunities for the through :
 - Short-term initiatives for rapid income generation to meet basic needs
 - Actions in the medium and long-term focus on sustainability and quality of jobs created in the dynamic of the transition to development
 - Institutional support to assist the government in developing national policy on employment and coordination of interventions at the national and local levels
 - 5 strategic areas of intervention were selected to support employability and job creation (Work-intensive labor, support for internship, national volunteering, employment and private sector promotion, and entrepreneurship)

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Crisis response strategy, Cont'd

Approach/strategy :

- **Work-intensive labor (THIMO)** involve young people in community infrastructure rehabilitation, who receive cash after daily service that allows them to their immediate needs arise and to inject cash into the local economy through consumption
 - THIMO provide an abundant labor at low cost for young people without prior qualification and improving employability (learning by doing)
- **Support for internship** enable graduates to acquire experience and skills in order to cover the shortfall of human resources in public administration and private sector
 - Public-private partnership (AGEPE and SMEs organizations)
- **National volunteering** provide opportunity practice and employability for graduates, and access to jobs in administration and public services
 - Reconstitution of databases of looted ministries and public administration, and student registration and academic works at the 2 universities of Abidjan

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Crisis response strategy, Cont'd

Approach/strategy :

- **Employment and private sector promotion** proceed with an human resource need assessment of small businesses, and the training and appointment of the selected unemployed graduates (MPME)
 - Provide vocational skills, improve employability and job for young graduates, and capacity building for small business companies (SMEs/SMIs)
- **Entrepreneurship and small business promotion** developed through microfinance mechanism implemented in collaboration with microfinance institutions
 - Promotes business and job creation
 - Accompanying measures of the mechanism, both upstream and downstream (support and advice, training to entrepreneurship, assembling business plans and monitoring their implementation)

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Impact of UNDP initiatives at national and local level

- At the national level :
 - Providing support to the implementation of national policies (Employment, social cohesion...), the poverty reduction strategy, and National Development Plan (PND)
- At the local level :
 - Developing capacity (technical and financial) of vulnerable and affected populations, around 45,000 people, of whom 60% are women, to improve their income and contribute to the local economy recovery (replenishment of local markets, resumption of trade, reopening of stores and shops, etc..)



- Improving income of IGA recipients : e.g. of the rice farmers of Djebonoua (center region) recorded a net income increase per production cycle of 100 USD to 800 USD after UNDP support. Capacity building has increased knowledge on farming techniques and livestock, and business and organizational management

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Women group WOBÉ WOGNON at Korhogo (neem soap making business)



Support to IDPs : Plots of lowland rice at Bin Houye et Toulepleu (western region)

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Impact of UNDP initiatives at national and local level, cont'd

- Creating employment opportunities for young people (YERP)
 - More than 1000 (28% young women) economically active in different production chains (livestock, fisheries, agricultural processing) commerce and small trades (carpenter, mason, plumber...)
 - Improving income of young recipients e.g. of the fishery marketing business initiated by a youth organization in Abidjan has enabled 43 young people get an average income minimum of 150 USD per month
 - Capacity building (HR) process of 24 SMEs and job creation for 100 graduates initiated in collaboration with the Fund for the Development of Vocational Training (FDFP) and the Movement of SME (MSME)



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Impact of UNDP initiatives at national and local level, cont'd

- Renovating water supply points and sanitation facilities
 - Equipment of 199 boreholes with hand pumps, rehabilitation of 9 village water pumps, construction of 10 improved wells, and connection of 66 health centers to the public drinking water
 - This has enabled more than 60,000 people, including 47,075 women and children, have access to drinking water in the affected areas
- Support for developing a local planning and ownership
- Supporting national reconciliation and social cohesion through community activities to develop local conflict management mechanisms (43 Peace Local Committees)



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New thinking/practices and lessons to improve impact and sustainability

- It appears from the lessons of entrepreneurship and development of IGAs, the need to develop mechanisms of microfinance through MFIs to the extent the target populations fulfill the difficult conditions imposed by the traditional banking system in order to have access on funding consolidation
- An effective implementation of the DDR program and development of a national strategy of Reintegration for target populations (ex-combatants, IDPs, returnees...)
- Strengthening community security and social cohesion to secure environment
- Development of new partnership and mobilization of additional resources to respond to needs in the field. The process must better involve government and local actors

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Challenges and opportunities

- Youth employment is one of the government priority supported by several partners
 - UNDP CO has a experience in youth employment in partnership with Norway, France, Spain, and has built new partnership with ILO and WB to support jointly the process of development of the employment national policy
 - WB provides 50 million USD to fund a new national project
- Microfinance to support business plan and IGAs and implementation of a decentralized funding mechanism
 - UNDP will invest in the sector through partnership with UNCDF to facilitate implementation of micro-credit services targeting vulnerable groups excluded from the conventional financial system
- Reconstruction of the western part of the country (social et economic infrastructures rehabilitation)
 - Professional integration and job creation for young people (IDPs, ex-combatants), e.g. labour intensive work. This is to be combined with elements of vocational training and access to micro finance

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Partnerships

- Government and national institutions, and local authorities
- National structures and programs of job promotion, vocational training, integration, reintegration (AGEPE, AGEFOP, PNRRRC, PNSC, ANADER...)
- National fund mechanisms (FDFP, FNS...)
- Donors and UN agencies (FISDES, PBSO, Norway, Spain, French Cooperation, ILO, UNIDO, FAO, UNICEF, ONUCI, WB ...)
- Private sector (Chamber of Commerce and Industry; SMEs/SMIs organizations) and the MFIs
- NGOs, CBO
- UNDP CO has built partnership with Japan/JICA in Election, SALW and Community Security...

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THANK YOU!

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South Sudan



The “R” in DDR: Sustainable Livelihoods and Employment

Presented by:
Amanuel Gebremedhin
Chief, Crisis Prevention & Recovery Unit, UNDP South Sudan

06 March 2012, Silver Springs Hotel, Nairobi, Kenya

Sustainable Livelihoods, Employment & DDR

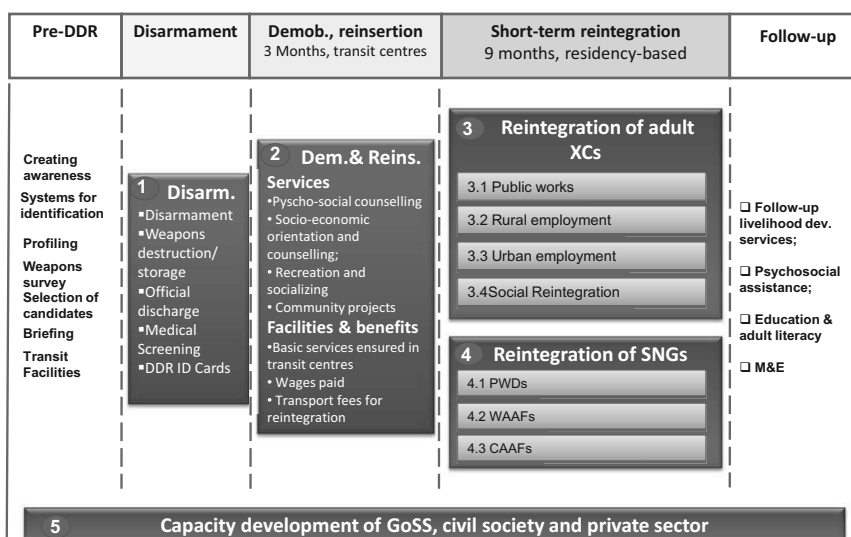
- In post-conflict contexts, the socio-economic **R**integration of XCs into society is critical to the success of any DDR program;
- Awareness raising, sensitization and counselling are the bedrock of reintegration;
- Enhancing the capacity of host communities to absorb the XCs is a prerequisite to the sustainable reintegration of XCs;
- Lessons learned during the implementation of the CPA-DDR programme and other relevant experiences is informing the planning and redesign of reintegration strategies and activities under the new DDR programme.
- To achieve this, a Livelihood Mapping exercise was commissioned in late 2011 and is currently in its final stage of completion.

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South Sudan

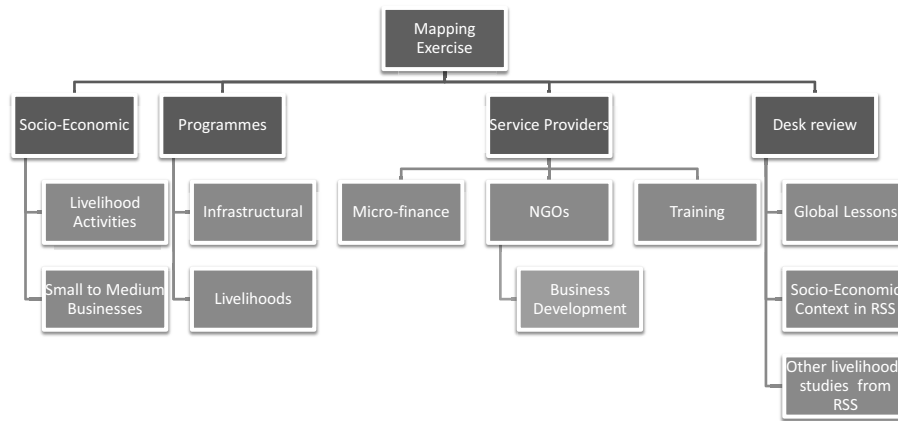
- Independence was gained on 9 July 2011, after over two decades of conflict that caused over two million deaths and more than four million displaced;
- This further led to the decimation of socio-economic infrastructure and a fractured society that remains divided along ethnic or tribal lines;
- Key achievements during the CPA period include: the 2009 national census, 2010 national elections and the 2011 Referendum;
- However, several critical milestones remain outstanding: Abyei Referendum, border demarcation, popular consultations in South Kordofan and Blue Nile, and wealth sharing – particularly on oil.
- The new DDR programme is being designed within a very volatile and fragile context, constrained by weak governance and deteriorating security .

SSDDR PROGRAMME SNAPSHOT



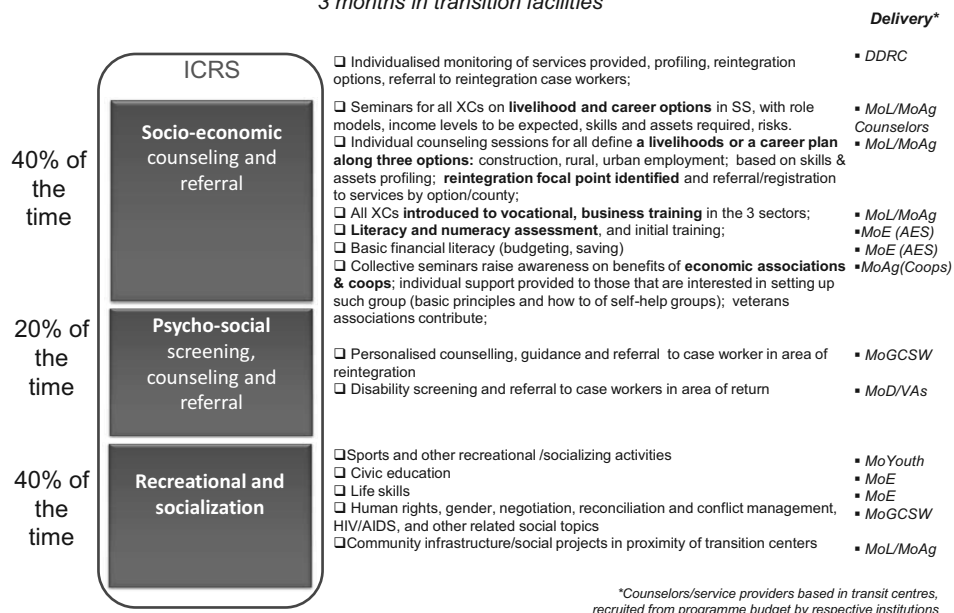
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The Livelihood and Economic Recovery Opportunity Mapping



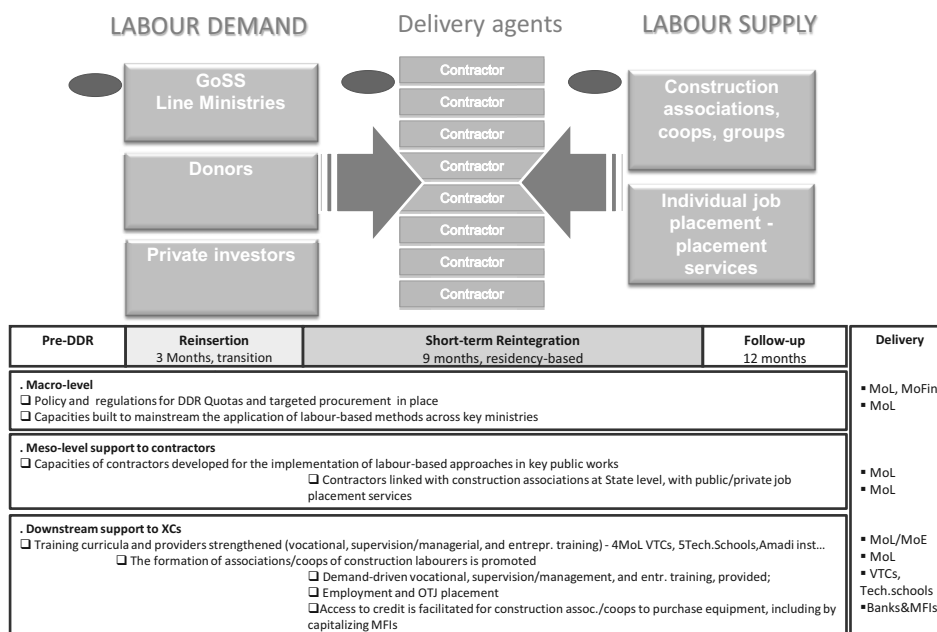
Reinsertion

3 months in transition facilities

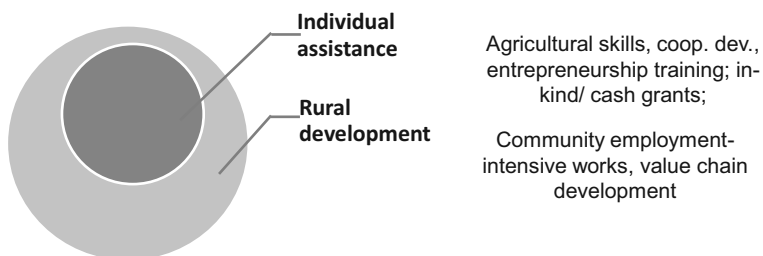


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Reintegration into Public Works



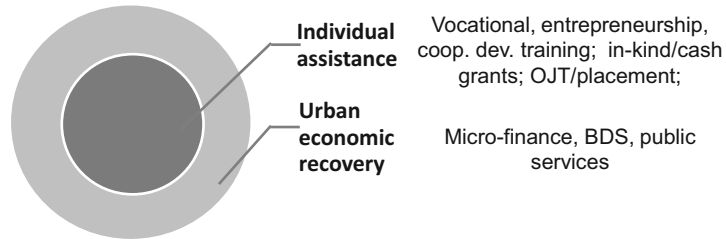
Reintegration into Rural Employment



Pre-DDR	Reinsertion 3 Months	Short-term Reintegration 9 months, residency-based	Follow-up 12 months	Delivery
Individual assistance to rural reintegration <input type="checkbox"/> Strengthen existing training providers, including through mobile delivery options <input type="checkbox"/> Strengthening existing curricula for ag.skills (cash crops, cattle, fisheries), entrepren. and coop training; <input type="checkbox"/> Business management training, ag. training <input type="checkbox"/> Access to extension services, inkind/cash grants				• MoAg • MoAg • MoAg • MoAg, NGOs
Rural development <input type="checkbox"/> Community employment intensive works <input type="checkbox"/> Agricultural extension for commercial agr., value chain dev. (cash crops, cattle, fisheries) <input type="checkbox"/> Community saving and investments schemes				• MoAg • MoAg • SACCOS, NGOs

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Reintegration into Urban Employment



Individual assistance Vocational, entrepreneurship, coop. dev. training; in-kind/cash grants; OJT/placement;

Urban economic recovery Micro-finance, BDS, public services

Pre-DDR	Reinsertion 3 Months	Short-term Reintegration 9 months, residency-based	Follow-up 12 months	Delivery
Individual assistance: <input type="checkbox"/> Strengthen VTCs and training providers, including mobile <input type="checkbox"/> Strengthening existing curricula for urban vocational, entrepren. and coop training; <input type="checkbox"/> Access to BDS and finance facilitated <input type="checkbox"/> OJT/placement;				<ul style="list-style-type: none"> ▪ MoL/MoE ▪ MoL/MoE ▪ MoL/MoY ▪ MoL, private
Urban economic recovery <input type="checkbox"/> Development of urban microfinance market (training and on-lending capital provided) <input type="checkbox"/> Promotion of business development service providers (ToTs and development of BDS associations/coops/NGOs)				<ul style="list-style-type: none"> ▪ MFIs ▪ MoL/MoY

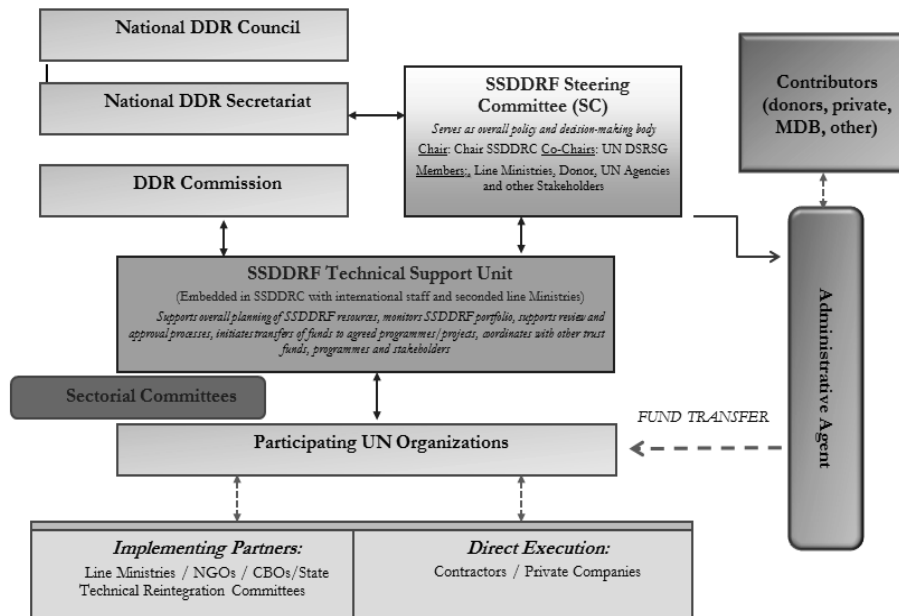
Social Reintegration

Delivery

Psychosocial services	<ul style="list-style-type: none"> ▪ MoGCSW ▪ MoAFCRD ▪ DDRC ▪ MoLPS, MoGCSW ▪ MoE (AES)
Community acceptance sensitization	
Conflict monitoring	
Social service delivery	
Adult literacy (CCT)	

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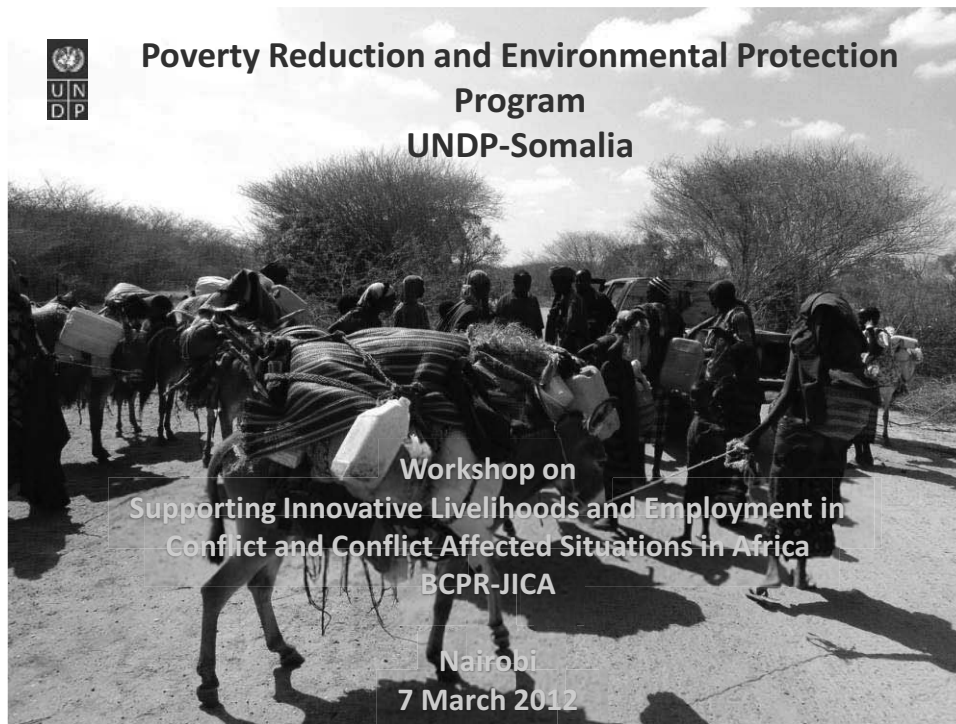
DDR Programme Institutional Framework



Thank You

Questions?

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Country Context a. Challenges

Somalia continues to be impacted negatively by:

- ▶ Protracted Conflict
- ▶ Weak State presence
- ▶ Weak infrastructures
- ▶ Recurrent droughts and floods
- ▶ Environmental degradation (over grazing, charcoal, climate change..etc.)
- ▶ Criminal activities including piracy
- ▶ Rampant Poverty and high unemployment
- ▶ Continuous Displacement

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Country Context

b. Opportunities

- ▶ Geographical Location
- ▶ Adequate Natural and livelihood resources
- ▶ Dynamic Private sector
- ▶ Strong support from Diaspora (remittances)
- ▶ Strong commitment from donors and international communities
- ▶ Resilient population



Key principles for UNDP Somalia interventions:

- ❖ Building the resilience of Somali people to cope with the conflict and Natural disaster
- ❖ Bridge the gap between humanitarian and development
- ❖ Ensure that UNDP's interventions have greater impact towards political, economic, environmental and social stabilization
- ❖ Coordination of stakeholders to insure greater coherence
- ❖ Rebuilding and strengthening the national capacities at local and national levels
- ❖ Gender equality and women empowerment

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CO crisis response approach

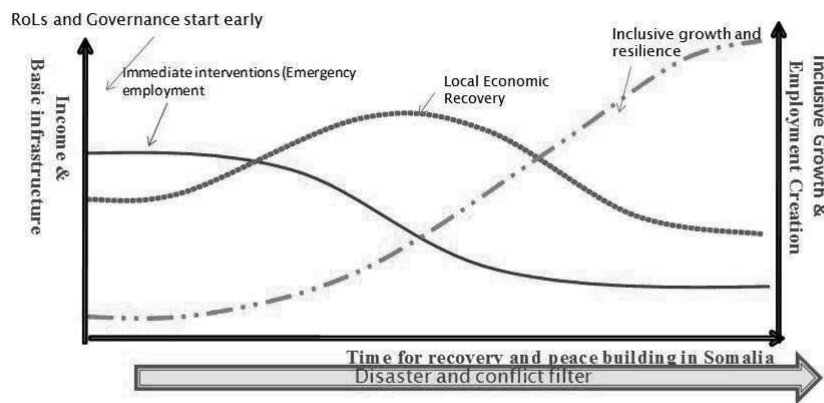
UNDP–Somalia adopted the three–Pronged Approach

- ❖ **Short Term:** Responding to extreme food insecurity of vulnerable people/disaster/crisis affected people
- ❖ **Medium Term:** promoting early recovery strategies and disaster risk reduction
- ❖ **Long Term:** Promoting inclusive growth, environmental sustainability and building resilience

All approached work in tandem but at different pace!

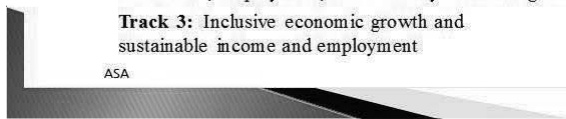


One Programme Three Concurrent and Complementary Tracks



- Track 1:** Livelihoods stabilization —————
- Track 2:** Disaster/conflict risk sensitive Local economic recovery for income, employment, food security and reintegration
- Track 3:** Inclusive economic growth and sustainable income and employment - - - - -

ASA



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Livelihood Interventions

- ❖ Cash injections through labor intensive cash for work activities
- ❖ Rehabilitation of basic productive and social infrastructure
- ❖ Vocational training on marketable skills associated with absorption strategy
- ❖ Promoting better environmental practices, alternate energy and climate change adaptation
- ❖ Provision of seed capital for micro-enterprises development
- ❖ Creating an enabling environment for long term employment (MF policies and strategies, labor market demand surveys, institutional capacity building)



Implementation Challenges

- ▶ Security situation hinders access to the most vulnerable
- ▶ Limited financial resources for recovery activities as international community attention focused on relief effort
- ▶ Lack of multi year funding as donor resources were only short term
- ▶ Weak capacity of national counterparts and lack of clarity in their roles and responsibility in management of assistance
- ▶ Requirements for accountability (UNDP procedures and political considerations) sometime delayed actions on the ground

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Lessons learned

- ▶ Labor Market surveys/analysis required to inform type and nature of vocational skills required
- ▶ Effective coordination and cooperation among all partners is essential to maximize the impact of our interventions
- ▶ Long term elements need to be integrated into short term employment actions
- ▶ Role of Government should be clear from beginning in order to avoid conflict and insure ownership
- ▶ Cost sharing with beneficiaries (in both cash and kind) important to ensure sustainability of activities
- ▶ Remote management leads to increased transaction costs for activities
- ▶ Procedures for NGOs to access funds is quite lengthy



Recommendations

- ▶ Before initiating recovery activities in emergency situations it is important to consult with beneficiaries first and ensure their ownership and leadership in the delivery of assistance.
- ▶ UNCT should establish a cluster on livelihood and recovery not only to strengthen coordination and coherence in UN interventions but also to advocate and ensure that humanitarian interventions effectively build the resilience of the vulnerable populations.
- ▶ In a context where disaster is recurring, contingency planning and the mainstream of DRR in development planning is required.
- ▶ Donors and international community should review modality of support to recovery/development activities in emergency setting.

• *Case studies to follow*

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Case Study 1

Monitoring approach in crisis/post crisis setting

Why Monitoring?

- ▶ To improve overall performance, determine progress towards achieving results and ensure quality;
- ▶ To identify issues, risks, challenges and potential conflicts
- ▶ To take immediate corrective measures and push for improvements where needed;
- ▶ To enhance accountability and transparency;
- ▶ To promote ownership;
- ▶ To maximize value for money
- ▶ To establish work norms, produce lessons learnt and contribute to information and knowledge sharing for greater partnership building and advocacy



How do we monitor ?

- ❖ Using UNDP project management systems like Atlas, project boards , and annual work plans amongst other monitoring means
- ❖ Hire Project teams in the field where and when possible and carrying filed visits and spot checks
- ❖ Apply remote management and monitoring techniques to overcome accessibility constrains

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Remote management and monitoring techniques

- ❖ Partnership with qualified local partners including NGOs, and other CSOs: (Prequalification exercise is a must)
- ❖ Engage third party monitoring/ consultancy firms equipped with diversified expertise (engineering, socioeconomic, management, finance, monitoring..etc)
- ❖ Develop project and report templates and forms to unify reporting among different partners
- ❖ Introduce responsive and applicable progress and financial reporting system. (weekly, bi-weekly, ad-hoc, final)
- ❖ Support the reports with videos and pictures (Before, during and after)



Remote management and monitoring techniques/...continue

- ❖ Develop norms and standards based on the field experience and fit with the national and international standards
- ❖ Engage local authorities and communities and enhance community mobilization and establishment of project community committees (PCCs)
- ❖ Coordination with other UN agencies in the field (UN OCHA, WFP, FAO)
- ❖ Advanced technology tools (Google earth, GIS and GPS instruments)
- ❖ Interactive database (<http://www.somali-rsl.net/project/>)
- ❖ Cooperation with Somalia Water & Land Information Management(SWALIM) (<http://www.faoswalim.org/>)
- ❖ Use local media and publicize the information (Radio IRIN, local websites and radio stations)

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Case Study 2

The three track approach in practice

Short term:

- ❖ Employment Generation

Medium Term:

- ❖ Infrastructure rehabilitation
- ❖ Provision of equipments, tools, seeds for cultivation, start up packages
- ❖ Provision of farmers training (Men and Women)
- ❖ Access to market.

Long term:

- ❖ Capacity building of individuals, institutions and services providers,
- ❖ Enhance the DRR, Environment protection and sustainable use of natural resources (Introduce biogas production through proper waste management programme (PPP).
- ❖ Help the government in formulation of policies, strategies and legal frameworks
- ❖ Formulation of a comprehensive programme to support domestic and international efforts when the charcoal trade in Somalia



Case Study 3

The Drought Response Project funded by CERF (\$1M)

▶ **Timely response:**

- Approval Date: 20 July 2011
- Received the budget on: 4 August 2011
- Contracted with local partners date: 5-29 August 2011
- Completed Projects on: 31 December 2011

- ▶ **Avoid Duplication:** Work in Gedo and Bakool regions in full coordination with the members of the Agriculture & Livelihood cluster

- ▶ **Proper response to the essential needs:** RFPs, field verification and community mobilization.

- ▶ **Value for money:** CERF Results table)

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Case Study 4
EMPLOYMENT GENERATION
FOR EARLY RECOVERY
(EGER)

Funded by the Government of Japan

July 2009-December 2010



Video
Hope to the Horn of Africa

▶ <http://www.youtube.com/watch?v=9I6KEyEZR4U>



EXPENDITURE

- Allocated Budget: \$4,000,000
- Actual Expenditure: \$3,997,240

RESULTS

Employment Generation

- Short Term
 - Workers: 18,092
 - Women: 6,756 (37%)
 - IDPs: 5,858 (32%)
 - Work Days: (670,512)
 - Average days per opportunity(37 D/ W)
- Long term Jobs: 2,000 (including family labor in Agriculture)
 - Women: 280
 - IDPs: 190

Improve Water Availability for Domestic and Irrigation Use

- Over 15,000 people have improved access to water for their domestic and agricultural use
- 10 water catchment areas (with a capacity of 44,315 cubic meters) rehabilitated /constructed
- 78 canals (350kms) rehabilitated



Canal in Middle Shabelle before rehabilitation



Canal in Middle Shabelle after rehabilitation

Improve Education Infrastructure

- 8 schools including:
 - 116 class rooms, 32 toilets, 14 office, 2 stores, 2 halls, 1 school yard, 1 boundary wall and bush clearing around 2 schools

Mohamoud Mire School during and after



Rehabilitation of Health Facilities, Improving Hygiene and Increasing Awareness

- Madina Hospital including a Pharmacy, Intensive care & female surgery units
- 4 MCHs in Hamar Jajab, Dharkenley, Wadajir and Waberidistricts including 22 rooms, 15 toilets, 3 halls
- De-Martini OPD including 12 rooms and 6 toilets
- Construction of 115 latrines in 13 IDP camps in Lafoole
- Collection and disposal of 31,650 m³
- Awareness and advocacy campaigns conducted towards a healthier environment and proper management of garbage and personal hygiene
- Awareness raising on communicable diseases (HIV/AIDS, TB..etc)



Rehabilitation of Internal, Feeder and Agricultural Roads

- Improve access of People and Goods
 - 214kms roads restored and upgraded
 - 26 culverts constructed



Road rehabilitation in Hamarjajab D district / Benadir




Bush Clearing in Dharkenley D district, Benadir




Culvert construction in Aigoye District, Lower Shabelle

Rehabilitation and Construction of Market Shelters


- 5 markets rehabilitated/constructed (Fish Market/H. Wayne: Grian Market/Medina: Hoosh Market/Dharkenlay; Suuq Yare/Dharkenlay; Madulow village /Qoryooley di strict / Lower Shabelle)




Rehabilitation of Fish Market in Hamarweyne District, Benaadir Region



Fish Market after rehabilitation in Hamarweyne District, Benaadir Region




Rehabilitation of Hoosh Market in Dharkenlay District, Benaadir Region



Rehabilitation of Hoosh Market in Dharkenlay District, Benaadir Region

Rehabilitation of Other Public Facilities

- Rehabilitation of Hamar Jabjab District office

- Rehabilitation of Madina drainage Reservoir




Capacity Development and Skills Enhancement

- 1,963 women and men including ex-militia provided with vocational skills
- 110 sewing machine provided to women trainees upon completion of training
- 8 boats and sets of fishing tools handed over to Mogadishu Marine Training center upon completion of training of 600 people
- 30 sets of carpentry tools provided to 30 youth trainees upon completion of training
- 10,918 farm and hand tools handed over to the communities after project completion



Fishing training in Mogadishu



An excombatant harvesting fish in Mogadishu