



## **Community-based Peace Support Project (CPS, Pilot/Phase I)**

**Transitional Federal Government of Somalia (TFG)**

**United Nations Development Programme (UNDP)**

**Brief description:** This pilot project will work with many local communities throughout Somalia, mainly in the Central South Regions, by means of the implementation of local peace building and planning workshops and trainings, followed by community-driven, high impact sub-projects for the same local communities, designed to support peace building, reconciliation and reintegration of IDPs and demobilized militia. in poor communities with development constraints. It is complementary to the District Peace Building Project (DPBP) and will help in the preparatory phase of the DPBP through peace and reconciliation activities but in particular in the follow up phase for training of district authorities and provision of concrete peace dividend. The implemented works will be aiming at the rehabilitation of community infrastructure, the improvement of the environment and other activities, as identified and prioritized by the local communities through their representatives, the main counterparts of the programme, thus contributing to the community development process. By utilizing a genuinely ‘bottom-up’ community-based approach, it is guaranteed that local communities own the process of identification and prioritization of their concerns, while by targeting communities with problems related to resettling returnees and reintegrating demobilized militia, a contribution will be made to reconciliation of the different groups. Through an obligatory contribution from the community towards the sub-project, the sustainability of the supported activities will be enhanced, given the interest of the local communities to implement and maintain the rehabilitated infrastructure. The project approach not only assists in the strengthening of local structures, but also gives an important boost to people’s confidence and should be considered a form of ‘peace dividend’, supporting the TFG and contributing positively to the peace process in the country. The demonstrative impact of peace dividend approach at community level is phenomenal as evidenced by the number of requests UNDP received from various communities and local governments in the Central South regions seeking support to implement similar projects (after the rehabilitation of the Duduble (China) canal). Another important aspect of the project is that it directly generates income for the primary beneficiary workers, while the lasting results of the implemented works will improve the living condition of these primary beneficiaries, as well as those of a much larger group of secondary beneficiaries, together being the end-users of the implemented works. Therefore, this is seen as a strategic intervention to reduce poverty by supporting community based self-help initiatives. In addition, where there are substantial socio-economic gains, they provide a window of opportunity to integrate IDPs and demobilised militia within the host communities. The project’s counterparts will be a diverse group of rural and urban communities, local governance structures, national NGOs and local governments and will substantially complement and follow up on the district peace building programme under implementation in the Central South Somalia.

This pilot project is seen as a forerunner to a much larger area-based early recovery programme aimed to deliver services and support rehabilitation of productive infrastructure linking to reconciliation and restoration of rule of law and governance.

**Country:** **SOMALIA, with an emphasis on the Central South Regions**

**Expected Outputs:**

- a. Peace building workshops and trainings conducted for community structures, district authorities and LNGOs for resource sharing and management;
- b. Training district authorities in performing their basic functions and explain their roles, particular in planning and prioritization through a participatory approach;
- c. Income generation sub-projects selected and implemented;
- d. Partnerships created and synergies utilized;

**Expected Outcomes:**

- a. State capacities built, for federal, local and state level, for proper policy, planning and oversight and strengthened through the adoption of early recovery strategies
- b. Livelihoods of poor households enhanced through improved income and employment opportunities, generated by private sector growth
- c. Sustainable recovery and integration of conflict-affected populations, increased human, economic and social security

**Implementing partner:** UNDP Somalia, with subcontracts to NGOs and CBOs  
(designated institution/Executing agency)

**Other Partners:** BCPR, Norway, Local Communities, District- and Municipal Authorities, National NGOs, ongoing UNDP projects and other UN agencies

Programme Period:	June 2006 – May 2007
Programme Component:	Peace building and community development
Project Title:	Community-based Peace Support Project (CPS)
Award ID:	
Project ID:	
Project Duration:	12 months (2006-07)

<b>Total budget USD 2,847,400</b>
<b>Agency Contributions:</b>
BCPR USD 500,000
UNDP USD 447,400
Norway USD 200,000
WB USD 200,000
Sub-total: <u>US\$ 1,284,400</u>
General Mgmt Support Fee <u>US\$ 63,000</u>
<b>Total received contributions: <u>US\$ 1,347,400</u></b>
<b><u>Resource gap \$ 1,500,000</u></b>

**Agreed by (UNDP):** Elballa Hagona, Country Director

**Date:**

## 1. Background

Droughts and floods, livestock export bans, civil war, a lack of security, absence of a functional government and judicial systems and a total lack of infrastructure and maintenance have driven Somalia into a deep humanitarian crisis. As a result, Somalia is currently one of the poorest countries in the world. The population of Somalia is estimated around 7.5 million people (2005, midyear). Over 73 percent of the Somali population belongs to the category of the poor with an average income of less than US\$ 2 per day (at purchasing power parity): 43.2% of those people belong to the group of the extremely poor with an average income of less than US\$ 1 per day (at purchasing power parity). Generally, extreme poverty is high among rural and nomadic population (53.4%) compared to urban population (23.5%). This mirrors the general demographic situation: roughly two-thirds, or 5 million people, of the Somalia population live in the rural/pastoral areas, while one-third, or around 2.5 million people, live in urban areas. All other socio-economic indicators, such as literacy, hygiene, education and life expectancy point in the same direction: Somalia is a divided country, where the lack of basic services, access to education, security and governance hamper the move into development.

The employment situation in Somalia can generally be described as very bleak. Although exact figures are not available, the overall economically active part of the population consists of around 4.2 million people, out of which 1.3 million in urban areas and 2.9 million in rural and nomadic areas. The unemployment rate is estimated to be around 47% for the country, but significantly higher in urban areas (65.5%) than in rural areas where unemployment is estimated to be around 41%. Combined with the poverty statistics, it becomes clear that even the employed often do not earn enough to support their dependents as many of them are underemployed. Given the fact that the employment situation is closely connected to structural problems, such as governance and security, education and large investments in infrastructure, it is not expected that this situation will improve over the short term.

Adding to these problems is the issue of returned refugees and internally displaced people (IDPs); in Mogadishu alone the estimated number of IDPs amount to over 200,000 people. The increasing return and resettlement of the refugee and IDP population is causing high tensions at the community level, thus becoming an increasingly important factor in the ongoing peace building process. Meanwhile, the ongoing attempts to demobilize and reintegrate substantial numbers of the former warring factions, the militia, is also crucial to the peace building process and the stabilization of the country, also causes important problems for the receiving local communities and therefore needs to be addressed in order to improve the stability of the country and pave the way for a peaceful transition and development of Somalia's population.

With the formation of the new Transitional Federal Government (TFG) in October 2004, there is a new perspective for peace building activities throughout Somalia. After 15 years of civil strife, there seems to be a window of opportunity to positively contribute to the peace building process, through reconciliation and reintegration, and deliver "peace dividend" to the people of Somalia. By focussing on the reintegration of refugees and

IDPs and the reintegration of demobilized militia members from a community-based perspective, the Community Peace Support (CPS) project will directly benefit a cross section of the poorest and most affected Somali population and will assist in the processes of reintegration, reconciliation and poverty alleviation.

Besides their contribution to the peace building process, the community based interventions of the CPS project will improve the economic opportunities of the communities and their access to services, depending on their scale and coverage, thus paving the way for an early recovery and development. This process of early recovery and the proposed reconciliation and peace building at district level to promote local administrations are mutually reinforcing. While the CPS project would strengthen the revenue base and revenue potential of the emerging administrations, they in turn would support and coordinate the community based initiatives and progressively lead the recovery and development of the area thereby expanding and sustaining their administrative capacity and economic governance. Attempts to rehabilitate local administrative structures at district levels in Somalia in the past have not been quite successful largely due to the fact that once established they were left alone without linking them to local development initiatives and access to revenue sources thereby severely restricting their capacity to perform. Ideally, the establishment of local administrations should be followed by the formulation and implementation of an area based early recovery plan. The CPS project is conceived as forerunner to such a plan.

The growing level of poverty in Somalia is attributed to low productivity of their socio-economic infrastructure largely due to lack of rehabilitation and maintenance after the civil war, one of the functions of the pre-war government. Though the private sector was quick to intervene and seize profitable opportunities after the collapse of the government, the rehabilitation and maintenance of infrastructure and community based socioeconomic assets and infrastructure was largely neglected. Shortage of start up capital, lack of intuitional capacity and organizational constraints have been preventing the communities to address their development challenges even in peaceful areas conducive for development. International assistance to empower local communities to organize and manage their resources could be a strategy to promote economic opportunities and reduce poverty among many such communities. Where there is high potential to increase productive capacity of economic and social assets, this strategy would accelerate the early recovery and development of these communities and strengthen local governance structures either by self-propelling economic growth sooner or later. Depending on the immediate tangible gains, it is likely that communities would participate as stakeholders by cost-sharing mainly through provision of labour thereby deepening their stake and incentive to manage, maintain and utilize the rehabilitated assets. If target communities are able to realize visible socio-economic gains, scaling up this programme will substantially contribute to community peace building and further strengthen the national and regional peace building efforts.

In March 2006, UNDP started the implementation of the District Peace Building project which aims at establishing new district authorities in Central South regions. However, proper reconciliation is required before authorities can be appointed as well as the

provision of concrete peace dividend in communities where peace has been restored and authorities established. This peace dividend is important to make the new authorities credible to the population.

## **2. Description of the project**

### **2.1. Pilot Project**

The objective of this pilot programme is to deliver services in the short-run to communities which are predominantly poor with visible impact on their lives as part of community based peace building and recovery. The setting up of a social fund could be a good solution to ensure that services are delivered to the communities, in particular the poor, in a quick and efficient way, including the rehabilitation of productive community infrastructure. The current situation in Somalia with limited capacity at local level to plan and manage funds and the absence of strong central and sectoral ministries could justify such a mechanism. At the same time, though, it is important to have a long term vision from the start and work on building local administrative capacities. These initial interventions, besides building up the productive socio-economic assets of the communities act as a potential revenue base for the local administrative structures. In the medium and long term, the local governance structures should be able to channel funds in a cost effective way to the citizens. Locally governance structures are accountable to the communities and are the best placed to manage local investment funds in the long run, also to avoid domination by local elites through bodies that do not necessarily represent the voice of the community.

The project will be complementary to the District Peace Building Project which aims at setting up district authorities in Central South. The Peace support project will contribute to reconciliation in the DPBP intervention areas, prior to establishing authorities, and will provide follow up through training of authorities but, in particular, support in participatory planning and priority setting for provision of concrete peace dividend.

This UNDP/BCPR/Norwegian/WB funded project is the first phase of an envisaged much larger and country-wide project, to be funded by the international donor community. Besides initiating a much needed intervention targeted towards peace building to create more favourable circumstances for the reintegration of IDPs and the demobilized, and reconciliation across former frontlines through expanded productive socioeconomic opportunities and community capacity building to manage and sustain them, the purpose of this pilot phase is to test the proposed implementation modalities and to fine-tune the different approaches towards addressing the most pressing problems of local communities and strengthening local community structures. In order to gain as much as possible experience from this phase, a wide variety of sub-projects will be selected and implemented, with the maximum possible variation in counterparts and beneficiaries as well as geographical areas with a focus on Central South Somalia. These experiences will in turn be utilized in the process of designing an efficient and successful, donor funded, follow-up project. However, in spite of the choice for a variety of sub

projects, to have a visible impact and also for the purpose of demonstrating the interventions as peace dividend, the subprojects will be implemented in three to four selected districts in Central South regions where UNDP is undertaking the district level peace building programme. On an average, about \$ 200,000 would be invested in a district to support communities and local governance structures to undertake economic recovery closely linked to peace building. Vulnerability to natural and man-made calamities continues to be a major factor contributing to human poverty in Somalia. Therefore, an important component of the project is to initiate integrating disaster risk management and early warning systems as part of the sub projects to build the capacity of local governance structures and communities to address them by taking preventive measures and/or setting up coping mechanisms.

This project will also support the ongoing dialogue and reconciliation processes at the district level to re-establishment of district authorities which will partner with the communities in the coordination and implementation processes. This will likely to reinforce the emerging decentralised governance system by reinforcing mutual understanding and acceptance.

## ***2.2 Community-based approach***

The main aspect of the project is its community based approach. The evidence from the literature on community based/driven development (CBD/CDD) as evaluated by World Bank and agencies suggests that CBD/CDD projects have better outcome rating, better access to service delivery infrastructure and greater impact on poverty reduction, low cost of implementation and more sustainability. It is also recommended for situation where the rural communities are widely dispersed so that top-down interventions have limited access and success. The sustainability is further enhanced by dovetailing institutional environment with local structures that are accountable to the citizens. Due to the absence of national institutions currently and the perceived delays in establishing effective ones, CBD/CDD interventions seem to be a feasible strategy for Somalia to improve access to basic services and poverty reduction through capacity building of community based organisations and local and district governance structures through a bottom-up approach..

The project will work with the different groups within each community, to bring them together and to facilitate the dialogue, initiating the processes of reconciliation and reintegration. Once this process has created a consensus, one or more sub-projects will be selected for joint implementation. All sub-projects will be presented by the local communities; principally through the existing village elder councils, village committees and existing Municipal and other community systems such as neighbourhoods deemed suitable for this purpose. In the case of urban sub-projects the project will work closely with the municipal authorities or district commissioners and any existing, credible and functioning community network that can be identified. When and where national NGOs prioritize the proposals, consensus will also be aimed for and the proposals are to be endorsed by the boards of these NGOs as well as by representatives of the different

groups within the receiving communities. The representatives of the local communities or NGOs, after receiving relevant training, will also be responsible for identification and prioritisation of the sub-projects, and mandatory cost-sharing and the daily monitoring of the sub-project progress. UNDP will field community workers and, if necessary, other specialists to facilitate the necessary dialogues between the different factions within communities or between different communities involved in the sub-projects as well as to ensure coordination between different sub-projects where necessary. The importance of this ‘bottom-up’ approach is both practical and psychological. It guarantees that real community priorities converging from their development challenges are tackled, while it address specific local problems between residents, IDPs and the demobilized militia members. This should result in improved relations while it increases substantially the ownership of the implemented sub-projects, which adds to the sustainability factor.

Community driven programme should have a comprehensive view and focus simultaneously on responding to short term needs and strengthening community and local administrative structure’s capacity for planning, preparation of local socio-economic development plans, financial management and monitoring. Other key elements of a community driven recovery approach in the Somali context are:

- Identification of communities based on pro-poor (ex-ante) impact of proposed interventions
- prioritisation of high impact projects by the community and their empowerment
- peace building at community level and strengthening of social capital
- responsive to the needs of the poor and marginalized groups
- strong accountability and monitoring framework
- Community capacity building to manage and maintain rehabilitated assets and share socio-economic gains

In situations where interventions could address a group of communities which could lead to large and visible impacts with greater potential for suitability, UNDP would scale up the operations to address such situations.

### ***2.3 Other Aspects of the Project***

#### ***- Peace building and reconciliation with an economic component***

The economic component of the project provides a tool to create an immediate impact at the community level, enabling all participants in the project cycle to actively engage in a positive and forward looking joint experience, thus contributing to the peace process. By actively involving representatives of different groups of the population in a sub-project cycle, for instance the representatives of both the village population and the IDPs, it is anticipated that a serious contribution can be made in the process of reintegration and reconciliation on the community level.

Given the requirement that at least 60% of each sub-project budget will be spent on the beneficiaries directly, (inputs such as appliances, equipment, tools, raw materials; partial

remunerations for their labour; community assets which have an immediate impact on their production/ productivity and so on) it is guaranteed that a large part of the project budget will directly benefit the poorest and most marginalized community members, the demobilized, IDPs and the communities that are receiving them. In the individual sub-projects all these groups will work together on the improvement of their own living conditions. As for the wage component, the rates will be consistent with the market rates for both skilled and unskilled labour to avoid labour market distortion.. By allowing not only fully unemployed but also the structurally under-employed (i.e. subsistence farmers and agro-pastoralists) access to the project, on the basis of criteria formulated per region, the project will also address a major problem in the Somali society: under-employment, the subsequent marginal income and substandard living conditions. Materials and tools for the sub-projects will, to the extent possible, be procured locally, to provide additional stimulus for the local economy. The daily monitoring of the sub-project works will, where necessary, be performed by locally recruited engineers, which is foreseen through a contract with the Somali National Association of Engineers, based in Mogadishu. The community recovery approach aims at contributing to the creation of sustainable livelihoods for community members and improvements in living conditions, while targeting the sub-projects to regions where the peace-building effects will be optimal, i.e. where tensions are highest.

### **2.3.a Country-wide Approach**

The importance of implementing this project country-wide is rooted in the idea that a cross section of all Somali clans and different populations should be able to reap the benefits of the project, in order to present the ‘peace dividend’ everywhere, in an equal measure and according to uniform criteria. Only a countrywide project can support the national peace process under the governance of the TFG which parliament consists of representatives of the 4 main clans and minorities (sub-clans), representing the whole of Somalia. A countrywide approach also opens opportunities to have communities work together across clan division lines, in order to improve inter-clan relations in those areas, help solve resource conflicts between them and so contribute to the peace building process. It will also assist in the demobilization and reintegration efforts on all sides of the former conflict lines, by giving access to the project to demobilizing militia members, IDPs and the receiving communities, working together on their joint futures. However, for the sake of this project, the area of intervention will be limited to 3-4 districts in Central South regions.

### **2.3.b Urban and Rural**

In Somalia around 2.5 million people live in the cities while some 5 million live in rural conditions. In the cities, the unemployment rate reaches 61% (of the economically active), while in the rural setting this percentage is around 40%. However, 73.4% of the total population is considered to be poor or extremely poor (with a per capita income of less than \$1/day PPP), which leads to the conclusion that either there is a lot of under-employment and/or that the fully employed earn a meagre income (i.e. subsistence farmers, agro-pastoralists, marginal service jobs). Therefore, it is imperative that the project targets both the urban and the rural population, fully unemployed or under-



employed, although, given the demographics, a larger part of the funding will be directed towards the rural population.

### ***2.3.c Beneficiary Selection***

The selection of the primary beneficiaries (the people involved in the sub-projects) will be performed by the sub-projects counterparts, the local communities, and will be supervised by the project staff and the counterpart NGOs, under strict observance of the programme criteria. The target primary beneficiaries are vulnerable members of each local community, which will include women, single heads of households, the demobilized militia members and IDPs. Given the limited resources of the project it is imperative that only one member per target household enters the project. Detailed documentation will be kept of the sub-project beneficiary workers, in order to ensure correct payments as well as for verification and evaluation purposes.

### ***2.3.d Gender***

Given the current situation in Somalia, where women play an important role in the daily struggle for survival and the devastating impact of the past conflicts on family structures, the project emphasizes the role of women in the peace building efforts in modern day Somalia. This will partially be achieved by prioritizing poor women, and especially female single heads of households. By actively engaging women NGOs, through existing networks such as the UNDP/SCLI and NOVIB/Oxfam, which has established a network of over 30 NGOs, it is foreseen that large groups of women will be reached by the project. By gearing a part of the project specifically towards women, their participation is ensured. In the direct execution component of the project the impact on women will be promoted. While formulating the sub projects, the immediate benefits and the perceived long-term impact on women in terms of employment and income earning opportunities and other social benefits will be added as one of the criteria for project prioritisation in all the cases where such benefits are amenable for gender disaggregation. The project aims for an equal overall gender balance in the group of primary beneficiaries.

### ***2.3.f Quick and High Impact***

Thanks to the relative simplicity of the project in its approach and the short duration of the implementation cycles of up to 6 months, the project provides a quick, positive impact on the living conditions of both primary and secondary beneficiaries. Thanks to the multiple modalities and the extensive coordination with other projects and organizations, the overall quick impact character of the project will have a substantial and concrete impact on a large segment of the urban and rural population of Somalia. The secondary effects of the peace building activities, the rehabilitated works, the funds injected in the local economy and the enhanced capacities of the local communities and NGOs will further contribute to the lasting effects of this quick and high impact approach.

### ***2.3.g Sustainability and Local Contribution***

Despite the quick impact nature and countrywide implementation of the project, the level of sustainability of the individual sub-projects will have to be an integral part of the sub-project approval process. Besides reintegration, reconciliation and income generation aspects, the sustainability aspect of the socio-economic gains will receive serious

attention in order to make a lasting positive impact on living conditions, wherever possible. The community participation in all aspects of the sub-project cycle, and the communities (obligatory) contributions in cash or in kind, will increase the local ownership and will enhance the process of making the sub-project works sustainable. In order to enhance the sustainability of the sub-projects, and depending on the works performed, a small committee chosen from the community will be made responsible for the maintenance of the performed works. This can, for instance, be achieved by setting up development/management committees, whereby selected/volunteer primary and secondary beneficiaries commit themselves to spend a limited amount of time on maintenance works, or a system is put in place whereby a small levy is charged to the end-users for the provided services in order to pay other community members to perform the maintenance works.

#### ***2.4 Sub-project selection criteria***

The main criteria for the selection of the individual sub-projects under the direct execution modality are envisaged to be the following:

- The impact of the sub-project on the reconciliation/reintegration process;
- The impact on living conditions and development of the community, particularly the vulnerable population
- The sustainability of the proposed sub-project works;
- The gender balance in the sub-project ( direct impact on women)
- The environmental impact of the sub-project;
- The community contribution to the sub-project, in cash and/or in kind.

These criteria should be applied with certain flexibility, since it might be important to implement sub-projects in areas for the peace building possibilities, while not all conditions are in place to score on all criteria. A scoring system for sub-project approval will be developed, whereby each element has a certain weight and receives a certain score. A minimum overall score is then required to approve the sub-project for implementation.

For the sub-projects to be implemented through national NGO networks, the criteria will be set after selection of the target areas and in consultation with the selected NGOs. The sub-project parameters should facilitate maximum impact on the elements of sustainability, development, gender, reconciliation and reintegration. Not all elements might always be achievable, depending on the availability of qualified NGOs and proposals.

#### ***2.5 Implementation Modalities***

The project will utilize two main implementation modalities: direct execution by the project office, which will field community workers to initiate the process of community dialogues, by organizing workshops after which the prioritized sub-projects will be jointly implemented under supervision of the project's engineers.

The other modality is the implementation through qualified national NGOs, on the basis of selected and approved proposals with a maximum value of \$30,000 per proposal. These proposals will be geared as much as possible towards (associations of) vulnerable women, whereby the main aim will be to maximize the impact while achieving sustainable results. The outcome of this approach should be the creation of sustainable, value-adding socio-economic opportunities, which will improve the long term prospects of the targeted women and their families.

## ***2.6 Counterparts***

The counterparts and main stakeholders of the project will primarily be the existing local community structures, such as the Councils of Elders and the Village Committees and representatives of the IDP and demobilized groups. To a lesser extent the Municipal Councils and where applicable, District and Regional Councils will be involved in some aspects of the project. This involvement will vary per region and can be achieved by participating in the workshops and monitoring of the works. Given the community based approach of the project and the involvement of representatives of the different groups within the communities, it is anticipated that the sub-projects will contribute to the strengthening of the local community structures, while supporting the dialogue between the different groups within the community.

## ***2.7 Workshops and Training***

After successful conclusion of the peace building workshops, a basic training will be organized for the counterparts involved in the sub-project implementation. This will happen per region, for which both project staff and small community based NGOs will be utilized. The NGOs selected to implement sub-projects, will also receive training to the extent necessary.

## ***2.8. Geographical Areas***

The wider early recovery programme is envisaged to be implemented throughout Somalia. However, in this pilot phase, given the fact that the Central-South part of Somalia seriously lags behind the Northern regions, it is envisaged that the Central South regions of Somalia will receive priority attention from the project. However, this will ultimately be determined by the project management team on the basis of the situation as it is when implementation of the project commences and might be adjusted on the basis of the reality in the field. This decision will be based on factors such as the security situation, political context, the availability of valid sub-project proposals, logistical concerns, the movements of returnees, demobilisation efforts and might also be subject to adjustments based on donor funding and priorities.

## ***2.9. Timeframe***

The project implementation period is estimated to be nine months, out of which around one month will be utilized for preparation of the roll-out and eight months for the actual implementation activities. The project starts on 1 June 2006 and is envisaged to be finalized on 31 May 2007.

### **2.10. Measurable Targets**

The measurable targets of the project will be:

- A decrease of tensions in the targeted local communities;
- Strengthened local community structures and improved dialogue with representatives of IDPs and demobilized;
- Improved living conditions as a direct result of the implemented works;
- Improved capacities of national NGOs in sub-project implementation;
- Implementation of at least six sub-projects targeted at vulnerable women, resulting in at least 1500 women assisted;

### **2.11. Linkages with ongoing UNDP Projects**

Currently UNDP is supporting only one project (District-based peace building and reconciliation) with the main objective of peace building, though all most all other projects also contribute to peace-building indirectly in varying degree.. Therefore, the project will cooperate with several ongoing UNDP projects in Somalia, due to the nature of the activities of these projects, which will enhance the impact of each project on the recipient local communities individually and the UNDP programme as a whole. Close cooperation and coordination between the different projects and activities is therefore foreseen and expected to result in the identification of synergies between the projects and their activities.

**2.11.a The District-based Peace Building and Reconciliation project** - This project will soon start to support the initiation of dialogue and reconciliation processes at the District level, which should result in the re-establishment of district authorities. To the extent possible, the CPS project will involve these newly formed authorities in the coordination and implementation processes, in order to enhance the understanding and acceptance of this level of government at the community level, and to increase the understanding of community needs at the district level, providing concrete support to the TFG. Training in basic functions is foreseen as well as reconciliation and dialogue, prior to the DPBP (in collaboration with CRD). The recovery and economic growth resulting from the community-based interventions could potentially improve the revenue base of these nascent administrations besides developing local planning and management capacity.

**2.11.b RRIDP – Reintegration of Returnees and IDPs.** This area-based return and reintegration project for Internally Displaced People (IDPs) operates throughout Somalia, in Somaliland, Puntland and Central South Somalia, and has established 12 Village

Development Committees (VDCs). Where feasible, the CPS project will use the existing VDC structures for the prioritization and implementation of sub-projects and will provide complementary sub-projects in assistance of the successful reintegration of IDPs. Given the fact that RRIDP has a total of five field offices and a variety of experienced staff, the pilot phase of the CPS project will utilize the existing structure of RRIDP, for reasons of efficiency and in order to utilize to the maximum extent the synergies between the two projects.

**2.11.c ROLS – Rule of Law and Security.** The CPS project will cooperate with the DDR component of the ROLS programme, which deals with the demobilization and re-integration process of militia members, by jointly targeting sub-projects towards this effort. The demobilization and re-integration of militias is generally considered to be one of the highest priorities in the process of peace building and reconciliation in Somalia.

**2.11.d The China Canal – Phase II(Jowhar)** – The Poverty Reduction and Economic Recovery Unit of UNDP Somalia has recently completed the implementation of a project for the rehabilitation of a large irrigation canal in Jowhar (Phase I). This is a successful example of a community driven recovery programme where UNDP and WFP provided technical support to the regional administration and the local communities to rehabilitate the largest flood relief canal. The sharply increased economic (farming) possibilities as a result of the rehabilitated canal, have triggered the return of as much as 5,000 IDPs. In order to sustain such a large movement of IDPs, and to assist in their re-integration in their local communities, the CPS project will work with the concerned local communities. The CPS project will integrate the second phase of the China Canal Project and manage similar initiatives in Middle and Lower Shabelle regions as large-scale community-based interventions for economic recovery and peace-building in due course.

**2.11.e SCLI - Support to Civil Society and Local Initiatives** - SCLI has established a network of small national NGOs, which could be utilized to implement some of the NGO grants of the CPS project. A cooperation between the two projects would increase the capacities of the national NGOs in sub-project prioritization and implementation and benefit the CPS project in the fact that it would utilize an existing and established network.

The CPS project will actively participate in the UNDP Taskforce for Peace building, which is a main focus of UNDP's efforts in Somalia, streamlining programming along that purpose and assisting projects in implementation to that same aim.

## ***2.12 Linkages with other UN activities***

The three Somali based NGOs viz. Puntland Research and Development Centre, Academy for Peace and Development and Centre for Research and Dialogue (WSP affiliates) have considerable experience in community based peace building. The project will build upon their experiences and lessons learned.

Technical support and guidance will be sought from ILO on matters related labour recruitment procedures and standards, working standards and conditions as and when needed.

Depending on the funding and objectives of WFP in 2006, and the logistics of delivering food-aid to small communities, it could become an important project partner, which will collaborate mainly on the distribution of food for the selected workers and the local communities as a whole, hence increasing the projects reach, while increasing the number of beneficiaries and stakeholders in the project. This cooperation modality has been successfully piloted in the Chinese Canal Project in Jowhar and is fully in line with WFP’s attempts to make their activities more sustainable and their emergency food assistance eventually redundant, by assisting development projects.

Cooperation with other potential UN partners, such as ILO, FAO, UNICEF and HABITAT will be initiated whenever the opportunity occurs, when and where concrete synergies can be found. This will largely depend on the field activities of each of these organizations and their locations, once the project implementation phase commences. Active coordination and cooperation will be aimed to identify synergies and to avoid potential overlapping of activities.

The CPS project is in line with the preliminary outcomes of the UN Joint Needs Assessment, and appears to be best placed in Cluster 6 - Livelihoods and solutions for the displaced.

### **2.13 Methodology/Guidelines**

#### Guidelines for identification of NGOs, Communities and Sub-projects

The following provides broad guidelines for sub-projects based on experience gained and lessons learned from current community driven development projects (see annex 2)

No of Districts selected: 5 to 8

No.	Items/areas	Guidelines
1.	<b>Identification of districts (5 to 8)</b>	Districts where successful reconciliation and peace building conference were undertaken <ul style="list-style-type: none"> <li>• District administration/administrative structures established</li> <li>• Broad functions/mandates understood by the administration</li> <li>• Administration committed to work with communities to support reconstruction and development</li> <li>• Administration eager to explore revenue sources to meet establishment costs</li> </ul>

2.	<b>Identification of local NGO to support conflict analysis, community capacity building and concurrent evaluation</b>	Regional/national NGO having substantial experience in conflict resolution and community peace building (such as WSP affiliates) – Broad experience in <ul style="list-style-type: none"> <li>• analysis of prevailing and potential for conflicts</li> <li>• prevailing community structures/potential for conflict resolution</li> <li>• capacity for current and potential resource sharing</li> <li>• concurrent evaluation</li> <li>• community training</li> </ul>
3.	<b>Identification of local NGOs for sub project implementation</b>	Local NGOs involved in community level development projects formulation and implementation: <ul style="list-style-type: none"> <li>• experience in participatory appraisal, planning and programme implementation</li> <li>• experience in formulating and implementing community projects with active participation, leadership and ownership of partner communities</li> <li>• Identification of development constraints</li> <li>• community training</li> </ul>
4.	<b>Identification of communities within identified districts</b>	<ul style="list-style-type: none"> <li>• Vibrant community structures with potential to organize and lead local development</li> <li>• Willing to participate and make substantial contribution/cost sharing</li> <li>• Able to identify development constraints how they could jump-start development</li> <li>• Willing to cooperate and collaborate with district administration to promote local development</li> <li>• Willing to make tax contribution in return to growing peace and development</li> <li>• Willing to share expanding socio-economic opportunities with competing partners</li> <li>• service area</li> </ul>
5.	<b>Identification of sub projects</b>	<ul style="list-style-type: none"> <li>• Is this the most important/one of the most important development constraints?</li> <li>• How does it affect conflict resolution/prevention?</li> <li>• What are its potential to contribute to conflict now or later?</li> <li>• How does this link to community's efforts and district administration's mandate to deliver public services</li> <li>• How does it link to realize MGGs?</li> <li>• Inter-setoral linkages</li> <li>• Inter-community linkages – Are the benefits confined</li> </ul>

		<p>only to the particular community or does the sub-project benefits other communities</p> <ul style="list-style-type: none"> <li>• Total resources needed and how they are mobilized – contribution by the community (ies) and the administration</li> <li>• Are local and international agencies in the district linked to the sub project?</li> <li>• How the economic gains will be managed, maintained and shared</li> <li>• How implementation of the activity will improve the Community or local government body’s ability to deliver services</li> </ul>
--	--	---

### **3. Management and Implementation Activities**

#### **3.1. UNDP Country Office Somalia**

The UNDP Country Office (CO) will actively support the project with a number of responsibilities and activities. It will support the project with procurement, project payments and logistical issues. The recruitment of the project CTA will be done by the CO and through the coordination between the different UNDP projects and programmes, it will assist the project in creating effective linkages and synergies in the field, while at the same time avoiding duplication. Within the Programme section of the CO, there will be active involvement in the process of reporting to BCPR on its contribution as well as in the evaluation process of the project and in fund-raising efforts, with the ultimate goal of creating a effective, donor funded, follow-up project.

#### **3.2. Project Management and staffing structure**

The programme will be staffed with an international Project Manager/Chief Technical Adviser (PM/CTA), One International UNV, three national engineers, three national community workers and one Project Assistant (Finance and Admin.). The main project office will be based in Central South Somalia. Three small field offices will be established in important locations, but this needs to be determined once the preparation for the implementation of the project commences. One engineer and one social worker will be based in each sub-office in the field. These offices will interact with all local counterparts, identify groups of IDPs and the demobilized, organize workshops and trainings, generate sub-project proposals, monitor the works, ensure timely payments and coordinate and perform the final technical acceptance of the sub-projects. These offices will also perform the field coordination and monitoring of the sub-projects implemented by the NGO modality. All project staff will receive extensive security training. The



CTA and other project staff will coordinate with the other UNDP activities, while also ensuring coordination with the other agencies and donors. The CTA will travel extensively within project sub-offices in Somalia.

### **3.3. *National NGOs***

Although the role of the national NGOs in the CPS project is currently mainly foreseen to assist in organizing reconciliation and reintegration oriented workshops and to develop and implement community based projects targeting vulnerable women, single heads of households, this scope could be widened depending on the (security) situation in the field and the ability of the project staff to cover the desired areas. Especially in the Southern part of Somalia, where reconciliation and community development is especially much needed, while the security situation might not always allow for UNDP staff to actively engage in project activities, it could be necessary to engage a wider range of national NGOs to achieve the objectives of the project. Given the limited amount of (six) NGO sub-projects currently foreseen, it will be more efficient to utilize existing and proven networks of NGOs, instead of launching a country-wide RFP for this purpose.

### **3.4. *Monitoring, Reporting and Evaluation***

Activity milestones and output indicators will be defined for performance monitoring. The CTA will issue a monthly progress report against the workplan which will be accompanied by a financial report as well as a midterm and final report. These reports will be based on the monitoring and progress reports from the project field staff on the implemented activities, as well as the reports from the contracted NGOs on their implementation progress.

Given the fact that this project is a pilot project with the aim of launching a full fledged country-wide project as an immediate result, an extensive mid-term evaluation process should take place in June/July 2006. The results of this evaluation process, the lessons learned, will be integrated into the new project proposal to be prepared immediately after the conclusion of the evaluation mission.

### **Part 3.5 Legal context:**

This project is approved and implemented within the framework of the authority given to the UNDP Administrator by the Executive Board to approve and execute projects in Somalia on a case-by-case basis.

ANNEX A – Results Framework, Work Plan and Budget (Period: June 2006 – May 2007)

EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIME-FRAME 2006 -2007				PLANNED BUDGET		
		Q 3	Q 4	Q 1	Q 2	Source of Funds	Budget Description	Amount USD
		<b>OUTCOME 1</b>						
State capacities, at federal, local and state level, for proper policy-making, planning and oversight, strengthened by adoption of early recovery strategies								
Project management in place including NGO execution modality <b>Indicators:</b> - Chief Technical Advisor recruited - Social Workers, Engineers and Project Assistant recruited -Office equipment procured -Field offices made functional - Workshops organised - NGOs identified, contracted and trained	Recruitment of CTA	x				UNDP	Internat. Personnel	150,000
	Recruitment of six engineers	x				UNDP	National Personnel	90,000
	Recruitment of six Social Workers	x				UNDP	National Personnel	72,000
	Recruitment of two Project Assistant	x				UNDP	National Personnel	18,000
	Procurement of office equipment	x				UNDP	Equipment	12,000
	Establish of Field Offices	x				UNDP		25,000
	Identification and training of NGOs	x				Norway	Training	13,000
<b>Output 1.1:</b> Peace building workshops and trainings conducted for community structures, district authorities and LNGOs for resource sharing and management  <b>Output 1.2</b> Training district authorities to perform their basic functions and explain their roles  <b>Indicators:</b> -community development /management committees/councils strengthened) - District councils trained on basic functions and role -Community modalities for resource sharing established contributing to peace building - Early warning systems established to undertake preventive measures to deal with disasters and reduce their risk	1.1.1 Organize Community Workshops/Training and training for district authorities to come to initial planning and prioritization (CRD)	x	x			Norway	Training	23,000
	1.1.2 Organize training for district authorities on their functions	x				UNDP	Training	25,000
	1.1.3 Contracting Local NGO (such as WSP affiliate) to support community capacity building, conflict analysis and concurrent evaluation	x						150,000

<b>OUTCOME-2</b>	Livelihood of poor households improved through increased income and employment opportunities, generated by private sector development Sustainable recovery and integration of conflict-affected populations							
<b>Output 2.1:</b> Community based sub-projects compiled and implemented by communities/NGOs <b>Indicators:</b> -List of subprojects formulated - Share of community contribution in cash and/or kind - list of projects implemented - List of infrastructure rehabilitated <b>Output 2.2:</b> Participatory monitoring and concurrent evaluation in place <b>Indicators:</b> - Employment and income/social assets generated - IDPs who are beneficiaries of project - Ex ante assessment of long-term socio-economic impact -potential implementation of trainings and sub-projects, monitoring arrangements and evaluation of project.	2.1.1. Identification and formulation of community based subprojects		x	x		Norway	Assessment Workshops	50,000
	2.1.2. Contract sub-projects to communities					UNDP	Contracts	800,000
	2.1.3. Contract sub-projects to communities					Norway	Contracts	100,000
	2.1.4. Contract sub-projects to communities					WB	Contracts	160,000
	2.1.5. Contract sub-project to NGOs		x	x		BCPR	Contracts	450,000
	2.1.6. Contract sub-project to NGOs to NGOs					UNDP	Contracts	550,000
	2.1.7 Support establishment of community-based monitoring/concurrent evaluation system		x	x		WB	Training	26,000
	1.1.8 Travel	x	x	x		UNDP	Travel	40,000
	1.1.9 Sundry /Miscellaneous	x	x	x		UNDP	Misc.	40,400
	1.1.10 External Evaluation Mission		x			BCPR	Contract	15,000
	Acquired funding							1,284,400
	Funding gap							1,500,000
	<b>Total</b>							<b>2,847,400</b>

Annex 2  
Ongoing Community Driven Development Programme  
Rehabilitation of Duduble Canal (Jowhar) – Phase II

#	Implementing Partners	Roles and responsibilities	Partner contribution (USD)
1.	Local community	Contribution of labour (2500 male and female labourers), storage facilities, access roads, community mobilization, project supervision and implementation, operation and management of project, social equity of land and water access, improvement of access roads.	<b>1,219,064</b>
2.	Regional Administration	Supervision and monitoring, Security provision, community mobilization, financial contribution, coordination, machinery contribution, improvement of access roads within project area, security provision	
3.	UNDP/CPS	Conflict analysis, project planning, proposal, technical supervision and support to MISHAGA, project coordination, financial contribution, advocacy, report writing, training.	<b>452,000</b>
4.	WFP	Food contribution 1,000 MT, coordination, advocacy, monitoring and evaluation, technical support.	<b>1,041,884</b>
		<b>Total project budget<sup>1</sup></b>	<b>2,442,949</b>

Objectives of Phase II

- Increase crop production in the region and ensure food security through access to irrigation water for 20,000 hectares of land.
- Assist the settlements of 5,000 internally displaced persons without access to viable livelihood opportunities
- Improve the technical and institutional capacity of beneficiary communities in the management and operation of the Chinese canal and its infrastructure.
- Improve flood management, soil conservation and environmental management through River embankment repairs, construction of irrigation gates, access culverts and road repairs in order to make better land use and drainage practices;
- Reduce the risks of conflict and insecurity and increase scope of conflict resolution and community management through the project intervention, access to productive land and water and strengthening of community management capacity;
- Increase the revenue generation base of the Regional administration and contribute towards good governance, law, and order;

<sup>1</sup> The total budget for the CPS only includes the contribution of USD 425,000 and not the full amount of USD 2,442,949 as the WFP and community contributions will not be channeled through UNDP

- Increase access to provision of better basic services including water, health, and education through the project intervention, thus improving the quality of live.
- Stimulate informal sector activities and energize the local economy