

**DURABLE SOLUTIONS UNIT**

ANNUAL  
REPORT

2020



**DSU Benadir**

First published in Mogadishu in 2020 by the Durable Solutions Unit in the Benadir Regional Administration Copyright © Durable Solutions Unit / Benadir Regional Administration  
Durable Solutions Unit (DSU) / Benadir Regional Administration (BRA)  
<https://dsu.so/>

No use of this publication may be made for resale or other commercial purpose.  
All images remain the sole property of the source and may not be used for any purpose  
without the written permission from the source.

## FOREWORD:

2020 was an unprecedented year and one that saw a restructuring and re-programming of some of the DSU priorities to support the Municipal response to the COVID-19 virus. Early on in the pandemic it became strikingly clear that urban centres would be worst hit by the virus and those with poor health infrastructure would suffer the worst of the outbreak. Different outcome scenarios were plausible in a fragile and recovering city such as Mogadishu, and in the worst-case scenario mass fatalities in a city with little health infrastructure was foreseen. All of the possible scenarios required a pooling of resources and finances to better assist and inform the health sector.

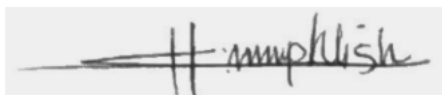
In January 2020 we launched the regional Durable Solutions Strategy 2020 -2024 with full endorsement from the regional leadership, the Federal Government of Somalia and our partners. This comprehensive document that lists key regional priorities couldn't have been released at a more critical time during a year that saw a crippling – global pandemic, environmental disasters such as flooding along the nearby Shabelle, locust swarms and the ongoing insecurity that continues to add to the 850,000 internally displaced persons (IDPs) throughout Benadir.

This year also highlighted how important the Durable Solutions Unit really is in injecting technical capacity into the Benadir Regional Administration (BRA). We would like to again reiterate that the regional authority recognizes protracted displacement as an urban phenomenon and we are institutionalizing best practices in urban planning, geographical information systems, research and data as well as better regional coordination and government planning to tackle displacement in Benadir.

The launch of the landmark Community based – Cross Sectional Study (CBCS) in November 2020 showcased the power of information management in government planning during the COVID-19 pandemic and understanding its impact on Somalia's most populous region. We sought to use data as a primary tool to inform government interventions, it also allowed us an opportunity to capture critical data in the region; from access to housing, basic services such as healthcare and government so that we are able to better fill these necessary gaps for the future.

Benadir is an important region and hosts Mogadishu, the capital and most populous city of Somalia and the seat of the Federal Government. Mogadishu to many is a beacon of diversity and unity, we aim to reflect that in practice as we strengthen our services to all but particularly to those most vulnerable such as IDPs and displacement affected communities (DACs)

We thank all those who continue to support the plight of DACs and the development of our region, especially our partners who continue to champion government led solutions.



Omar Mohamud Mohamed  
Mayor of Mogadishu and Governor of Benadir Region.



## Table of Contents

<b><u>IMPACT OVERVIEW .....</u></b>	<b><u>5</u></b>
<b><u>PARTNERSHIPS AND INVESTMENT .....</u></b>	<b><u>6</u></b>
<b><u>SOCIAL PROTECTION.....</u></b>	<b><u>7</u></b>
<b><u>URBAN PLANNING .....</u></b>	<b><u>12</u></b>
<b><u>HEALTH .....</u></b>	<b><u>13</u></b>
<b><u>HOUSING, LAND AND PROPERTY .....</u></b>	<b><u>17</u></b>
<b><u>YOUTH EMPOWERMENT .....</u></b>	<b><u>18</u></b>
<b><u>MOVING FORWARD.....</u></b>	<b><u>18</u></b>

## IMPACT OVERVIEW



*50,000 masks delivered*



*40,000 soaps and hand sanitizers delivered*



*500 people working across 17 districts*



*205 WASH stations constructed and delivered*



*150,000 people had better access to basic services*



*3,300 displaced families with strengthened social protection through the provision of conditional cash transfers*



*Premier Sexual and Gender Based Violence Regional Policy Developed*



*450 youth employed in multiple sectors: research, hospitality, electricity and agriculture*

## PARTNERSHIPS AND INVESTMENT



Funded by European Union





## SOCIAL PROTECTION

The population of IDPs in Benadir is approximately 845,000 plus approximately 1 million urban poor concentrated in the Mogadishu-Afgoye corridor. Both IDPs and urban poor face deplorable conditions with regards to quality of life by way of poor and limited access to economic opportunities and basic needs such as food, adequate shelter, and basic services.

According to the FSNAU 2020 post Gu results, up to 2.1 million people across Somalia are expected to face food consumption gaps or depletion of assets indicative of crisis (IPC Phase 3) or worse, without any assistance. This food consumption gap is stacked adversely against the already vulnerable, due to the combined effects of widespread and severe flooding, desert locust infestation and the socioeconomic impacts of COVID-19. A significant proportion of IDPs continue to face moderate to large food consumption gaps owing to the associated impact of COVID-19, especially with the decline in remittances, increased food prices, and a decline in income-earning opportunities in urban areas.

The recent outbreak of COVID-19 presents an added layer of vulnerability to displaced and urban poor households. IDP and urban poor typically live under crowded conditions and can only practice limited social distancing as they depend on daily income to support themselves and their families. As a result, urban poor and IDP communities may see a faster rise in infections. In addition, within camps, dynamics of exclusion and marginalization can further exacerbate the most vulnerable – minority groups within clans, disabled persons, children and women headed households. Moreover, containment measures may lead to further loss of income, limited access to health services and rise of stress and gender-based violence.

To respond to above challenges, the Benadir Regional Administration (BRA) with support from WFP is implementing a social safety net programme, Social Safety Net Transfers Pilot Programme (SSNTPP) in the capital region, Benadir. Specifically, in April 2019, BRA signed a letter of understanding with WFP to support BRA to develop their capacity to oversee relief and development programmes, including WFP supported programmes of relief assistance, nutrition, livelihoods and safety nets, in Mogadishu.

The second phase of the partnership between BRA and WFP began subsequently with the aim to strengthen the capacity of BRA to manage various aspects of the direct implementation of a pilot urban safety net program, targeting 1000 HH, with a predictable cash transfer of USD 35 per month, payable on a quarterly basis. Providing beneficiaries with cash transfers allows beneficiaries to utilize the assistance according to their individual and most critical needs

Due to the COVID19 Pandemic a shock response element to the safety net will be included; to top up the existing transfer value of \$35, with an additional amount of \$25 per month for one quarter only. A total of \$60 will be the transfer value for each household per month. This will cover all the 1,000 households enrolled in the programme by BRA.

The primary objective of the SSNTPP is to improve access to basic needs including food security, health and nutrition of the most vulnerable households in targeted areas. The SSNTPP also aims to generate information on the feasibility, cost effectiveness and effect of the cash transfers. The specific objectives are to:

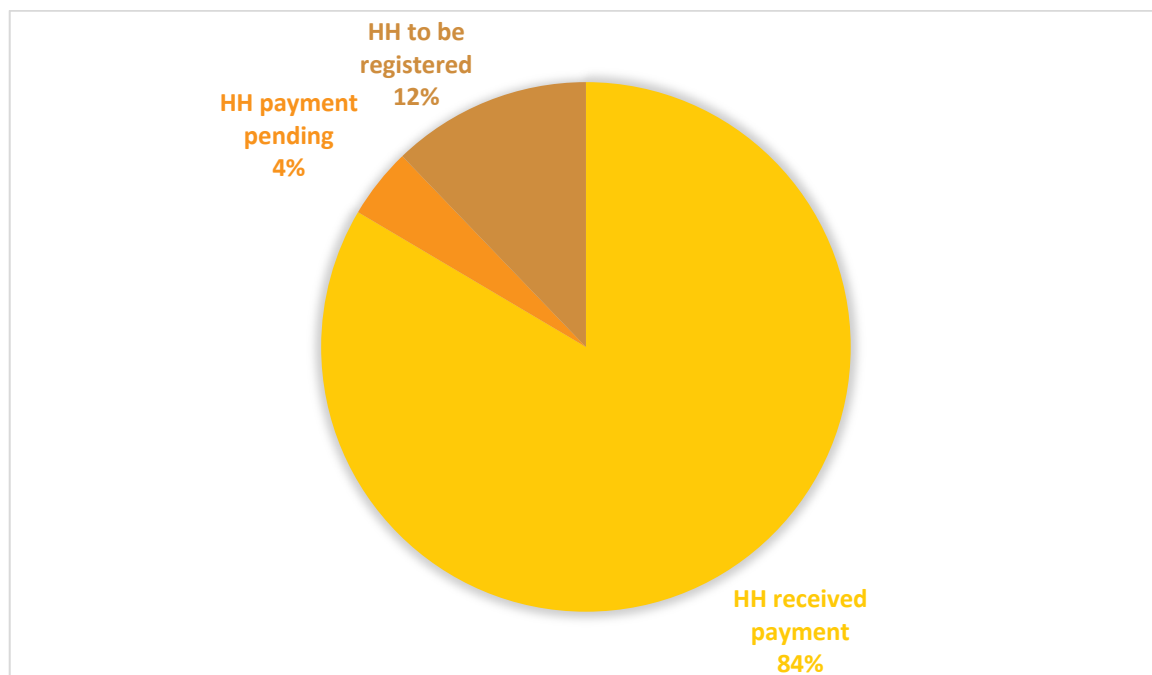
- Improve access to basic needs including food, water, healthcare services and livelihoods creation of the most vulnerable households through the provision of regular and unconditional transfers;
- Increase capacity of the Benadir Regional Authority (BRA) to implement social safety nets; and
- identify relevant lessons that can be transferred and applied to other districts and social protection programs.

## 1. Developing the Selection Criteria

With the support of WFP, BRA developed a selection criterion and targeting methodology detailed in Annex 1. The districts that are being targeted are Hodan and Garasbaaley. The aim is to distribute the cash transfers to 300 and 700 households in Hodan and Garasbaaley respectively. The selection criteria particularly aimed to also capture groups that would be particularly vulnerable to COVID-19 socio economically.

## 2. Registration Process

The registration process began in July. Up to date, 1000 households have been cleared to receive payments, 122 are still pending re-registration given that there were a few households that were found to be duplicates in other interventions.



BRA also carried out outreach activities around notifying households on the payment schedule of the cash transfers in Hodan and Garasbaaley. The payments will be disbursed across 4 quarters.



The lessons learned from this programme will inform BRA in the design and scale-up of social safety net and cash transfer programmes in Benadir as well as the implementation of its Durable Solution Strategy. A key take away so far is that the BRA will need to invest in setting up its own database for monitoring households that are recipients of cash transfers, this can first begin with a small number of households however, would eventually expand to include for all over the Benadir region.

It will also be important to scale up larger programmes to cover other districts on the periphery that are also have high populations of IDPs including Yaqshid, Kaxda

It will also be great for WFP to share the data sets of the Households with respect to key markers of vulnerability, that are able to be picked up by the selection criteria including how many of the households are headed by women and number of people in households in addition to the others used to consider the households as beneficiaries.



### **3. Trainings**

It is expected that within the one year of partnership, BRA through the Durable Solutions Unit (DSU) will have gained the necessary skills to implement an unconditional cash transfer. A package of capacity building initiatives has been carried out and planned during the course of the partnership.

#### **SCOPE Training**

The SCOPE training took place over three days to support the DSU staff to gain hands on expertise of the WFP MIS system, for cash-based transfer management, SCOPE. BRA staff capacity was strengthened to manage efficient and transparent cash transfer systems, familiarity with transfer management tools (SCOPE), reporting and overall knowledge on the cash transfer system.

The topics of the training were the following:

- Safety nets programme, targeting and social protection in WFP perspective
- Transfer management process including different phase of SCOPE (SCOPE flow)
- Cash transfer processes

#### **Vulnerability Assessments Training**

BRA's social protection team has been carrying out vulnerability assessments. BRA assess that it would be beneficial to have the staff capacity strengthened in continuing to carry out the assessments as the BRA expands its assessments into other districts and larger communities, in order to ensure we capture essential information that can advise ongoing and future programming especially around social safety nets and service provision. Thus, it will be beneficial for WFP to provide a for the BRA staff on vulnerability assessments including data collection and data analysis.

## **Monitoring and Evaluation Training**

### **PSEA and GBV Training**

WFP will provide training on PSEA and GBV to BRA staff in the next quarter.

#### **4. Challenges**

- **Insecurity**

The nearing elections and the removal of checkpoints across the city in 2020 has considerably increased the security risks in operating in some of the districts.

- **Forced Evictions**

In certain areas, forced evictions continue to take place which will impact the numbers assessed / receiving support in particular areas to what degree is currently underway and is being monitored on a regular basis.

- **Raising Awareness**

More awareness raising is needed at the community level around the programme; especially as the registration will begin soon. BRA is currently developing campaigns to raise awareness on the programme.

- **Gaps in Coordination**

There is need for increased coordination and improved communication between the BRA and WFP to mitigate some of the field level challenges that occur during implementation. Weekly/Monthly meetings would be beneficial.

- **Health Hazards**

Difficulties in maintain social distancing during biometric scope registration.

## URBAN PLANNING

In 2020, a central focus for the Urban Planning and Mapping team was the actualising of the housing and planning component of the Durable Solutions Strategy and ways to strengthen this key pillar. The urban planning team worked on 3 core objectives in 2020; firstly, building synergies with the Urban Planning department of the BRA, secondly, leading on the flagship BRA housing project under EU Reinteg III and finally pivoting some of their field experience towards COVID19 response.

The technical team over the course of 2020 sought to strengthen the Department of Urban Planning and Engineering through close and direct collaborations with the department and its director. Formulated flood management strategies, city beautification and progressed significantly on area – based planning including setting the foundations for a city-wide master plan consultation to occur in 2021. The department now is working on finalising a working and binding Terms of Reference with the support of the technical team, close collaboration and coordination with other departments where they may overlap including the departments of Social Affairs, Water/Drainage and finally Environment.

The team worked closely with UNHCR to ensure the technical proposals were adequate prior to construction of the housing project. The team worked closely with IOM, UNHABITAT and UNHCR to ensure water infrastructure was marked appropriately with the BRA team setting priorities for water needs follow the lengthy site assessments conducted in 2019. This included ensuring the critical infrastructure project was allowed to evolve with the regional authority's future visions, including harnessing key plans for the Heliwa Social Housing programme for job creation, horticulture and city integration plans.

Early in 2020, the technical team participated in the bidding technical evaluation committee for companies that applied to construct the new social housing pilot project. This involved lengthy deliberations between the EU-REINTEG partners including BRA.

Due to the onset and heavy impact of COVID-19 in March 2020 the unit realigned many of its activities to meet the COVID response needs. The technical team were a key part of ensuring infrastructural, planning and mapping needs were met for the city. The GIS and urban planning teams expanded with a new additional member that would be tasked to map COVID cases in all 7 districts from the Emergency Response Centre that was set up to be a central focal point for the response team in the region of three – million. The Mapping and Urban Planning team heavily supported the processes for data gathering through mapping for the landmark Community – based Cross – Sectional Study that the BRA through the Durable Solutions Unit launched in November 2020.

As part of the COVID-19 response the technical team at the direction of the mayor and Director of the Durable Solutions Unit mapped all existing medical centres in the city. This led to the proposal to construct and design a COVID Care centre in Heliwa, which the technical team led in the design and delivery for. The mapping survey conducted by the team highlighted that hospitals were scarce in some districts – particularly in the northern and western parts of the city – hence why the COVID care centre was placed in Garasbaaley. The technical team under the direct instruction of the mayor also designed and prepared a concept note for the reconstruction of Lasalaeeti hospital in Abdiiaziz district of Mogadishu.

## HEALTH

### Community Based Surveillance in 17 districts in Mogadishu

The COVID-19 pandemic increased the degree of vulnerability for majority of the population globally, but particularly in fragile cities such as Mogadishu. The population of the Benadir region (Mogadishu) spans over 17 Districts and is constituted by a population of approximately 3 Million. The urban population of Somalia was approximated to be 45.55% in 2019. <sup>1</sup> Mogadishu is one of the fastest urbanizing cities in Africa; however, while urbanization confers numerous opportunities, the benefits are not experienced by a large percentage of the population. Approximately 845,000 of Internally Displaced Persons (IDPs) live in Mogadishu in precarious conditions with limited to no access to basic services. While the BRA is committed towards improving service delivery of housing, health, education and water, hygiene and sanitation (WASH) within the region, there are compounding political and socioeconomic challenges that hamper efforts and further marginalized already vulnerable groups.

In a city where nearly a third of the population has limited access to adequate housing and other basic services, COVID-19 highlighted the challenges that would need to be addressed in order to ensure people had the capacity and access to resources to implement many of the recommended prevention and containment measures including, hand washing, social distancing, testing and self-isolation and quarantine. Since the first confirmed case in Somalia in March, the country has reported 3,588 cases and 99 deaths (September 29, 2020). This is likely to be a significant underestimate in cases and fatalities due to community transmission taking hold, testing limitations and barriers to access to health services including stigma, perceptions and fears of the community reported around the quality of health services. Limited systems to detect and monitor prevalence of the disease contribute to an incomplete understanding of the prevalence of COVID-19. It is on this premise that the BRA launched a Community-Based Cross-sectional Study (CBCS) to collect syndromic data relating to the COVID-19 pandemic, ascertain prevalence and impact and inform the equitable distribution of resources and interventions accordingly. The CBS activity also aimed to collect pertinent information to link COVID-19 response to the greater Mogadishu's Durable Solutions Strategy that aims to address displacement and related protection issues that are averse to sustainable development and resilience in the region.

In the absence of diagnostics, the syndromic surveillance data collected relating to the COVID-19 pandemic will be essential for providing a foundational understanding of the burden in the region as well as for planning, implementing, and monitoring the effectiveness of current and future prevention initiatives. Thus, active epidemiologic (syndromic) surveillance is critical to understand the impact of COVID-19 on a population and to guide the implementation of resources and interventions accordingly.

Thus, the BRA in 2020 developed a Community Based Surveillance (CBS) framework that details the system that will help to detect cases early and enable stakeholders (e.g. individuals, health providers/systems, public health, governments) to act in a timely manner. This system will serve to prevent further spread of COVID-19, decrease morbidity and mortality in these regions, identify areas of high vulnerability or need, direct health-care engagement to reduce risks, and help communities understand the direct and indirect effects of COVID-19 and required response.

Using the digital survey, close to 400 -community health workforce working for the BRA was deployed to the 17 districts of Mogadishu to survey households starting in June. Before being deployed, the health workforce was trained in infection control measures and public health practices in accordance with World Health Organization's (WHO) guideline in delivering community-based healthcare during COVID-19 pandemic.

Data was collected from every ninth house in each district. Within each household, every single individual living there was eligible and therefore surveyed. The data was collected using an open-source digital syndromic survey developed by the BRA and a Canadian not-for-profit organization, Flatten. The survey included various demographic, socioeconomic, health, housing, health awareness and mobility questions related to COVID-19 and service delivery by the municipality and other stakeholders beyond COVID-19.

The first phase of the community-based surveillance activity completed in July. Subsequently, a results report was drafted and BRA is in the planning phases of the launch.

### Procurement of 72000 local made face masks and Soap for health care workers

The procurement process of the 36,000 face masks and 36,000 soaps for the communities was completed.

31,000 masks were delivered to the following districts and camps below:

- Kaxda Districts
- Deyniile District
- Garasbaaley

36,000 soaps were also delivered to the following districts and camps with the amount specified below:

- Kaxda District
- Deyniile District
- Garasbaaley;
- Heliwa;
- Kaaran;

### Activation of the Emergency Operations Centre

The Emergency Operation Center is temporarily based at the incubator.

A communication expert was recruited and the main roles and responsibilities carried out include:

- Risk communication and community engagement: Strengthen communications with IDPs and urban poor with information on hygiene measures, using available national and community education programmes and adapting communication materials.
- Design of communicator messages for diverse forums (posters, radio, TV, social media) and for diverse audiences.
- Outreach to diverse leadership communities (including the religious leaders, political leaders, social leaders, business leaders, etc.).
- Create a communications control/misinformation centre: DSU – BRA – Daily Press Statements following FGS data release to ensure transparency.
- Write press releases and prepare information for the media
- Utilize social and community assets as a tool for all communication.



- Update all social media, Twitter, Facebook, Instagram and YouTube. Images, videos and creative content for social media is necessary in order to ensure it is not repetitive content.
- Ensuring visibility of donors in all communications

In addition to the roles above below are key campaigns and activities the communication expert supported in:

- Developed the Sheekooyinka Korona series where COVID survivors were interviewed and the conversations streamed as a way of reducing stigma around Corona.  
<https://www.youtube.com/watch?v=9KmPwYslnFA>
- Developed brief video on the CBS activity:  
<https://twitter.com/DSUBenadir/status/1271887361710923776>
- Produced an informative infographic 2-minute awareness video explaining the new disease, how it spreads, common symptoms of the virus and instructions regarding the prevention of the virus.  
<https://twitter.com/dsubenadir/status/1247591552618311685?lang=en>
- SNTV coverage of the CBS programme [https://www.youtube.com/watch?v=UPygCGe\\_LI8](https://www.youtube.com/watch?v=UPygCGe_LI8)
- Supported in hosting and facilitating the live twitter Q&A for the launch of CBS:
- 

In addition, an Epidemiology Research and Knowledge Management Consultant was recruited in June 2020. The main roles and responsibilities include:

- Support and lead the multi-disciplinary research at BRA by:
  - Developing research objectives, projects and proposals.
  - Design studies and research methodologies.
  - Preparing papers for publication in leading international journals.
  - Disseminating research results through other recognised forms of output.
  - Supporting in Budget grant applications when/if needed.
- Prepare and support the development of reports to the BRA.
- Advise public policy and intervention based on evidence and research.
- Interface with external groups and stakeholders.
- Prepare and support the development of proposals for funding and grants.
- Evaluate and review developed or already implement measures and activities by BRA.
- Support activities in preparedness and response to public health and humanitarian crises.
- Mentor colleagues with research and development.
- Advocate research culture and evidence-based decision making at a local and federal level.

The consultant supported with developing the results report from the CBS. The report will be shared once it is published.



### Awareness Campaigns on COVID-19 through Media outlets

Terms of reference were developed to begin the recruitment process for a communications consultancy company that can support the BRA in bolstering communication and awareness on COVID-19 across the city. The company developed a draft inception report (enclosed). Planning of campaigns have begun that will be executed by the company however, they are not live yet. Once they are, we will share the information.

### Challenges

- We have reported to the field staff to no avail that the printers that were delivered by UNDP for the incubator were faulty, broken and missing pieces upon delivery. They have not been able to be utilized ever since they were delivered. No efforts have been made from UNDP side to remedy this.
- Persistent delays in the release of funds
- The CBS activity ended in July and still the CBS teams have not been paid, this greatly affecting the reputation not only of the government but as well as partner agencies and thus the EU indirectly as they are funding the programme.
- Low amounts direct cash advance delay implementation given that processes from UNDP side continue to change.
- Insecurity

### Launch

In November 2020 the DSU launched the CBS report , a comprehensive study on the tracking, impact and recommendations of the spread of COVID19 in Mogadishu. The launch was held in Mogadishu and officiated by the Mayor, it was followed by a panel discussion looking in more detail at the consequence of the pandemic spreading in Mogadishu, the launch was attended by Government, UN, NGO and civil society members., it was also held virtually and allowed for the participation of global experts.

## HOUSING, LAND AND PROPERTY

Housing, land and property rights remain elusive for a majority of Somalia's displaced and urban poor. The forced eviction figures of 2020 have been lower than previous years at 171,266 persons nationally as compared to 263,850 the previous year. A majority of these forced evictions occur in Mogadishu, out of the 171,266, 119,240 occurred in Mogadishu. Forced evictions are extremely detrimental to the household's ability to recover and build sustainable resilience to shocks, they drain the limited humanitarian resources and are a perpetual humanitarian disaster that requires emergency response.

In 2020 the forced evictions team of the DSU redirected much of its effort supporting the COVID19 response, using the enumerators to collect data on the spread of the virus. In addition, the team worked on trainings and ensuring that evictions guidelines were upheld.

### 1. Prevention

A priority for the forced evictions team was to prevent forced evictions and compounding emergencies in Mogadishu given the spread and ferocity of the pandemic. In Mogadishu alone, the forced evictions team were able to prevent the forced eviction of 17,376 persons and support 2,460 persons with relocation assistance.

### 2. Trainings

The team developed an HLP training manual and then implemented a 3-day training for 45 participants.

#### Training Objectives

The main purpose or goals of the housing land and property training was to:

- Conduct a 3-day training for BRA and District staff to support and build capacity of BRA to address the challenge of HLP and eviction.
- Develop a plan of action for follow-up activities (including the adaptation of the existing evictions guideline to ensure a greater role by BRA in evictions monitoring.
- Legal assistance to facilitate access to justice for IDPs: i) build the capacity of BRA and District Commissioners to ensure lawful handling of resettlement and relocation issues, respecting the rights of the affected households and communities; and ii) and Land Dispute Committee

#### Methodology

There were several facilitation techniques used by the trainer, which included question and answer, brainstorming, active group discussions. The multitude of training methodologies are utilized in order to make sure all the participants get the most concepts and they practice what they learn, because only listening to the trainers can be forgotten, but what the trainees do by themselves they will never forget. Before the end of the day's session, the trainer would recap the topics discussed during the day with input from the participants. The next days would start with a recap of previous day's revision of main topics. This were done through asking the participants about what they had learnt in respect to their expectations and what were the main points discussed.

#### About the Participants

The 45 training participants program were representatives selected from IDPs communities in three different districts namely: **Kahda**, **Deynile** and **Garasbaaley** and were part of the Housing, land and property land dispute committee. Each district consists of 15 Land dispute committee with well gender balanced. These committee is responsible to transfer the knowledge and skills to the remaining IDPs as a TOT.

## YOUTH EMPOWERMENT

Youth unemployment in Somalia is one of the highest in the world with over 60% unemployed, a central component to sustaining durable solutions is the ability of the household to generate an income sufficient to address its core expenditures. Strengthening household income and ability to generate income through skills development and livelihood generation has been central to the work of the DSU since its establishment. In order to successfully pilot income generating programs the DSU focused on two central programs and partnerships; the first was the EU Reinteg III Social Enterprise Incubator, and secondly, a strategic partnership with the Growth, Enterprise, Employment and Livelihood (GEEL) program funded by USAID.

### 1. Saanqaad Business Incubator

The Saanqaad Business Incubator (SBI) was established by the BRA with the aim of empowering young men and women in becoming successful entrepreneurs and access to market opportunities to reduce income inequalities - including disparities between IDPs, Refugee Returnees and their host communities.

Specifically, the SBI provides a clear pre-incubation program to support potential entrepreneurs define their business ideas and develop their business plans to the point where they can be evaluated as profitable enterprises. The incubator also serves as a one-stop center for the needy people to have access to the relevant resources, including information communication technology (ICT). It also provides access to a range of services including capacity building and business networking for target beneficiaries that are designed to help them launch well managed businesses in Mogadishu.

The main objectives of the SBI are illustrated below:



Under the leadership of the BRA, Hano Academy was contracted to manage managing operations at the SBI on 1<sup>st</sup> August, 2020. Together, they have set plans and interventions that will be geared towards establishing, developing and growing entrepreneurial opportunities to enhance economic independence among the target communities in Mogadishu. This report presents the activities that have since taken place thus far, results and planned activities.

## **1.1 Development of the Strategic Plan and Work-Plan**

The first task which Hano Academy did was to prepare a detailed strategic plan to be used in the management of the incubator. The strategic plan outlines the activities that the incubator seeks to accomplish in relation to the project goals and objectives. A budget and a work plan were also included in the strategic plan. The strategic plan and work plan was presented to the BRA and UNDP and approved for use as the guideline for running SBI activities effectively.

## **1.2 Recruitment of Pertinent Staff**

9 personnel for the following positions were hired;

- a. Hub Director (1)
- b. Community Manager (1)
- c. Coach/Mentor (1)
- d. Trainers (3)
- e. Finance and Accounting Officer (1)
- f. Receptionist (1)
- g. Communication (2)

### **Staff Training and Orientation**

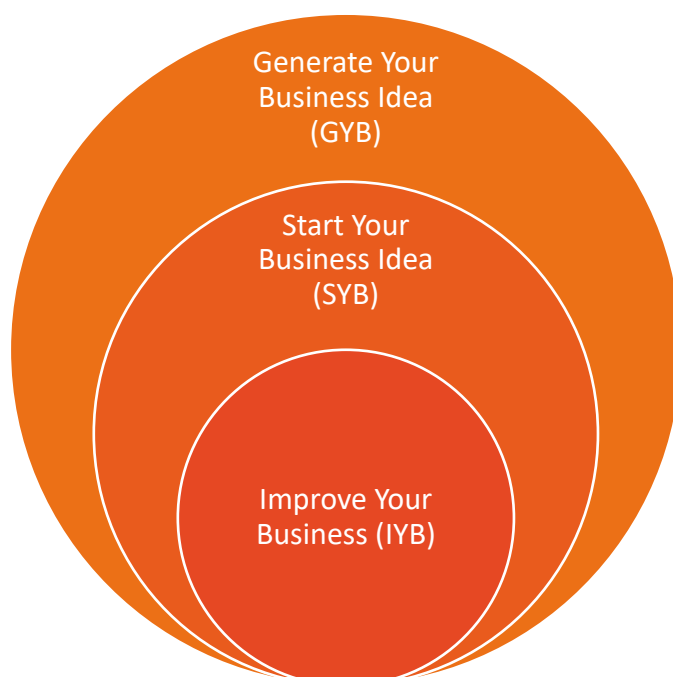
The members of staff underwent a capacity building session in which they learned how to perform duties expected of them professionally. They also gained skills in being Trainers of Trainees (ToTs). This is aimed at preparing them to provide training to the beneficiaries at the incubator. This training included team building, communication skills, time management, customer service, and entrepreneurship training.

### **Beneficiary Selection Criteria**

Subsequently, the beneficiary selection criteria were developed to establish more specifically the target beneficiaries. The following will be used in selecting beneficiaries for the training, employment and business support programs at the incubator.

- a) Basic Literacy and numeracy proficient
- b) Business acumen
- c) Minimum class 7 level and above
- d) Needy and vulnerable beneficiaries from the IDPs, returnees, PWDs and the host community paying attention to the gender equity (marginalized and underprivileged populations)
- e) Must pass an oral interview testing their literacy level
- f) Age range: (16-60) years old

The team identified three major cohorts that the beneficiaries would be classified into:



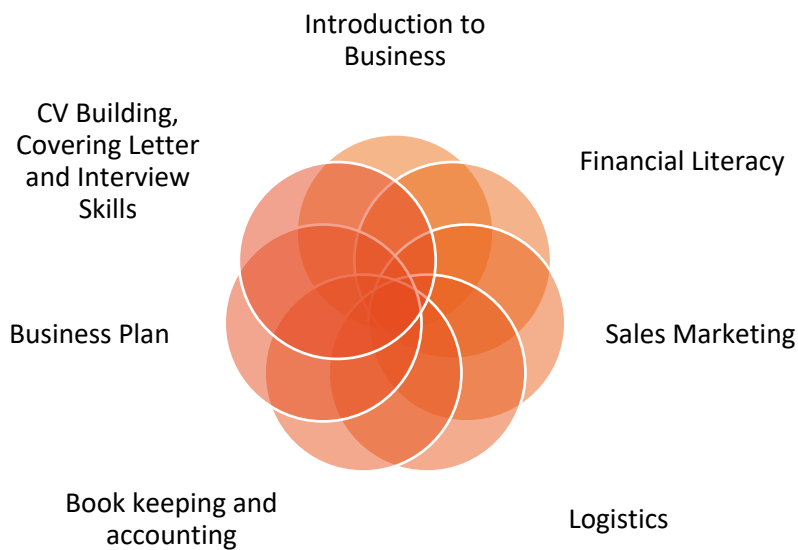
### 1.1 Community Mobilization

Involving the community in the Incubator's initiatives is a key element that will contribute to the success and sustainability of our activities. Thus, a series of mobilization meetings were organized with the community leaders and the private sector with an aim of creating opportunities for the IDPs and other less-privileged populations at the SBI. The community leaders were invited to make use of the incubator services and spaces to invent and create new businesses in Mogadishu. Involving the community not only brings the target group on board but also increases the brand awareness of the incubator in the community. Community engagement also enhances community ownership of the project, which is key to success of any project. Through the interaction and mobilization efforts the team identified the key challenges faced by the IDPs and how SBI can remedy the situation.



## 1.2 Capacity Building

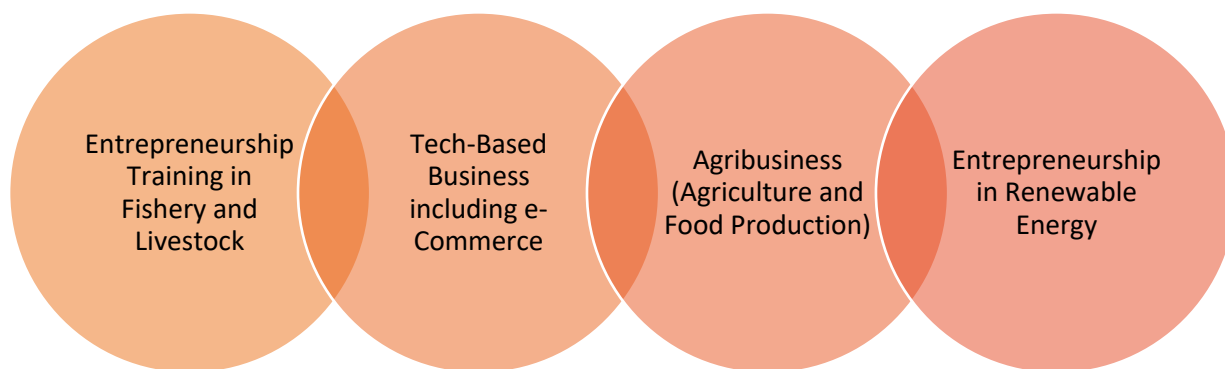
Specific training materials have been developed to help beneficiaries understand all the business processes and analyze steps that must be followed in order to promote continuous improvement. The curriculum and the training resources were provided by Hano Academy. These Business and Employment Trainings are inclusive and cater for knowledge areas within the SBI. Most of the content is related to entrepreneurship, business management, marketing and other relevant knowledge and skills. All the business and employment trainings have rich content, visual and audio resources that covers all aspects of learning business from the business incubator perspective. The following are the some of the general course designed for this project.



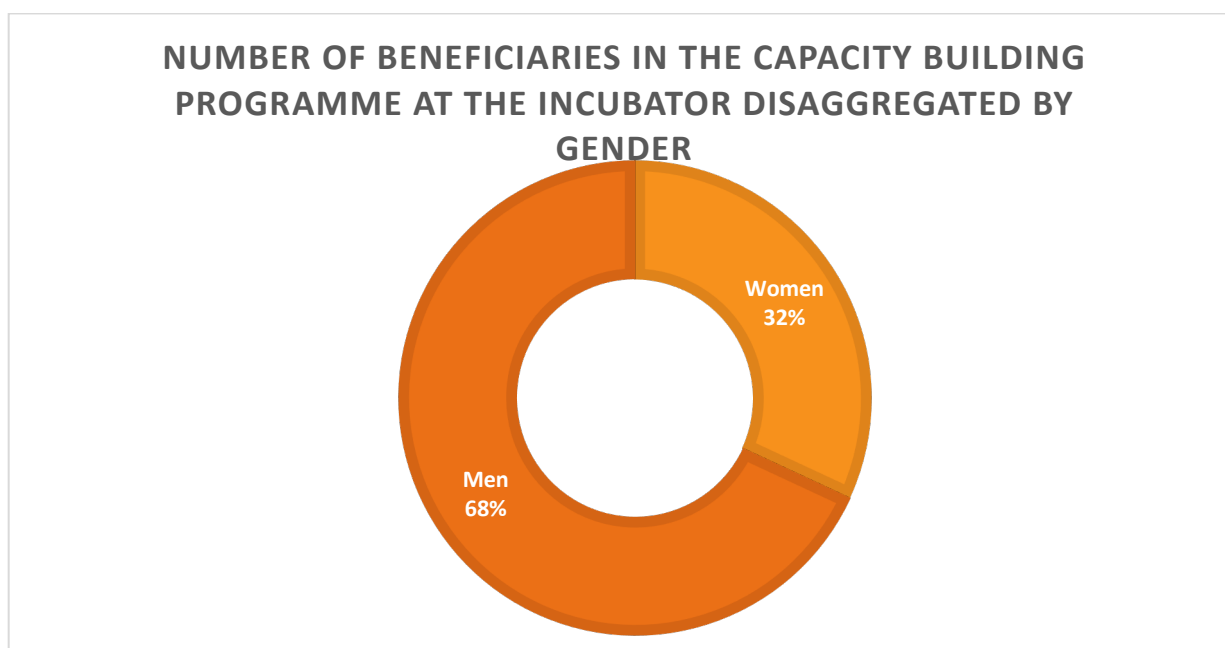


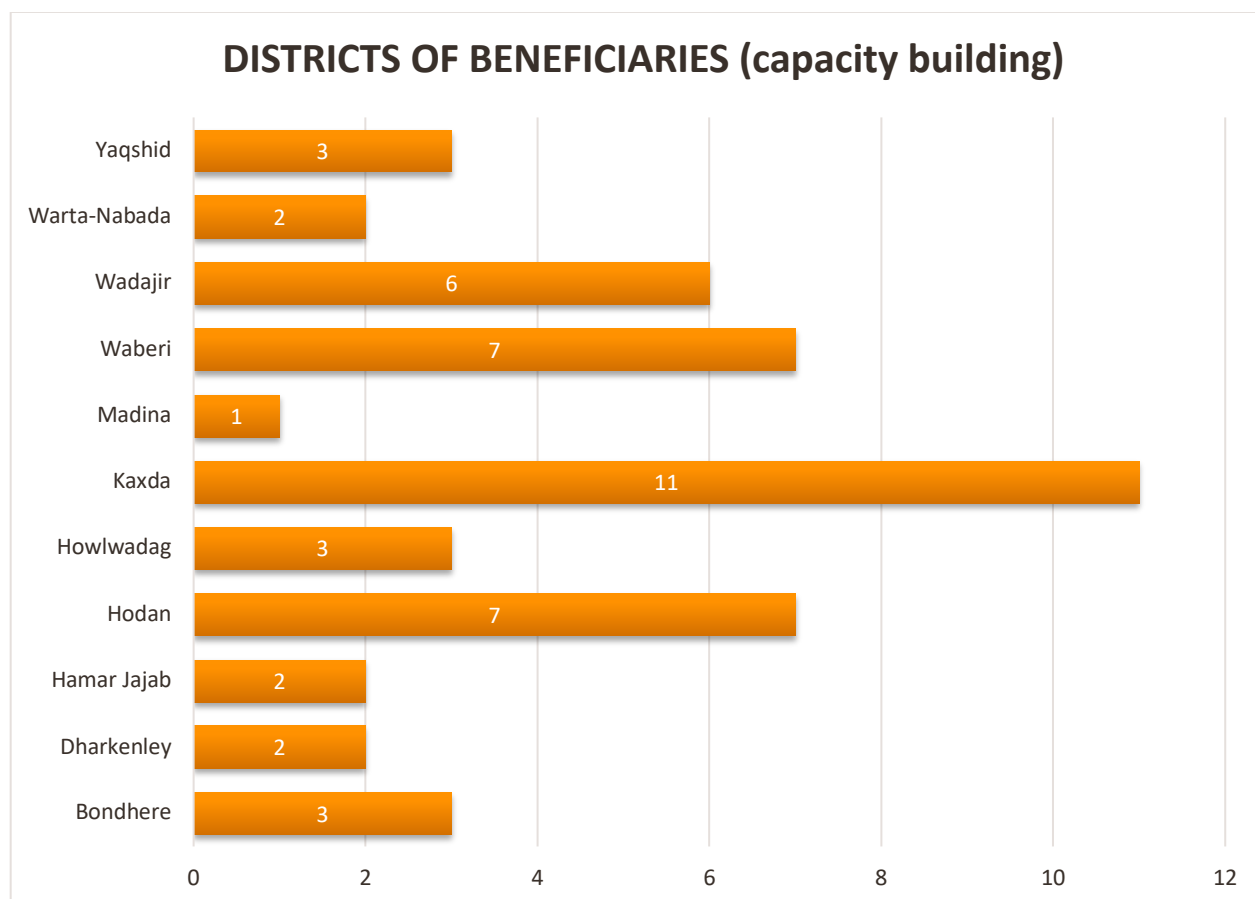


There will also be training courses offered for particular sectors as illustrated below:



So far, the trainings on introduction to business, financial literacy, bookkeeping and accounting and CV Building, Interview Skills and covering letter, have taken place. A total of 47 participants between the age of 18 -36 have been trained in the capacity building programme.





Many participants reported coming from districts that are highly populated by IDPs as such, it could be inferred that the target beneficiaries with regards to vulnerability are being reached.

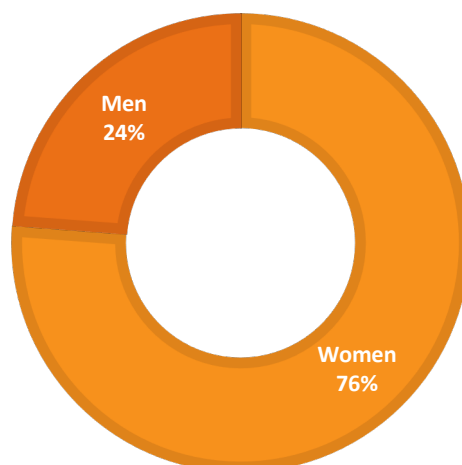
Services provided to the beneficiaries include capacity building training consisting of two major categories namely business & employment training courses. Business training courses which are offered to them are introduction to business, financial literacy & bookkeeping and accounting. Employment training course equipped our beneficiaries with CV building, cover letter & job interview skills.

Worth mentioning is the acknowledgement and appreciation of our beneficiaries towards our services mentioned above where they even requested continuation of the same courses for reinforcement and giving chances to the rest of the youth. They said that these services will boost their knowledge & skills regarding entrepreneurship at the same time will help them in accessing self employment and job opportunities creating sustainable livelihoods for them.

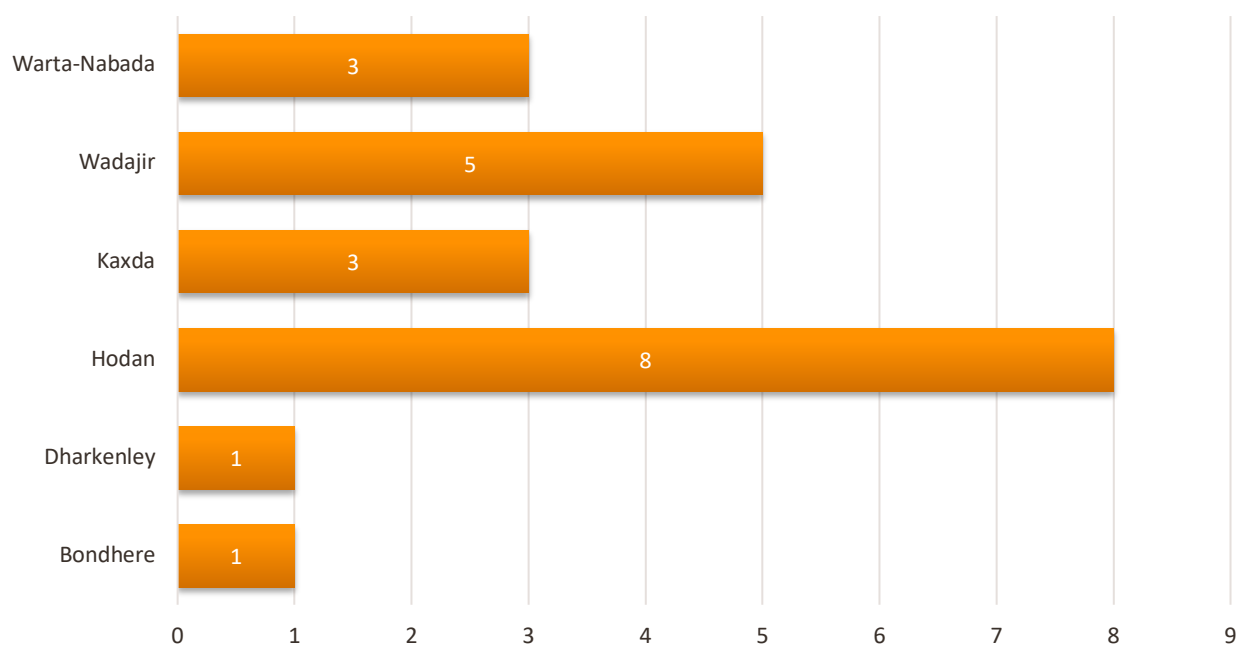
### 1.3 Business Support Services

The incubator is also a place where participants can drop in for mentor and advisory services. So far 21 beneficiaries between the age of 18-36 have dropped by for mentor and advisory services. It is important to note that more women than men are coming into the one on one drop in sessions; however, the same is not evident in the capacity building programme, thus more efforts need to be targeted towards women to access the capacity building programme as well.

**NUMBER OF BENEFICIARIES SEEKING BUSINESS SUPPORT SERVICES AT THE INCUBATOR DISAGGREGATED BY GENDER**



**DISTRICTS OF BENEFICIARIES (business support services)**



## 2. Upcoming Activities

### 2.1 Advisory Committee

The terms of reference for the Advisory Committee have already been prepared. The principal focus of the Advisory Committee is to provide strategic advice and support the activities of Saanqaad Business Incubator. Evaluation of the performance of Saanqaad Business Incubator programme. Assist staff determining important activities & review/monitor/assess Saanqaad Business Incubator program.

It will consist of representatives from the following entities:

- SBI Management
- Joint Representative
  - Refugee Returnees & IDP representative
  - Youth & Women representative
  - Host communities
- DSU
- UNDP
- Bank associations
- Renewable Energy Companies (Blue Sky Energy)
- Chamber of Commerce

The first advisory committee will be held in October.

### 2.2 Business Networking

Successful entrepreneurs will be invited to discuss and share innovative idea with the youth. The first event will be on accessing capital/ loans for business – October event. They will discuss the major sources of capital/loans for new business start-ups, fulfillment of the criteria/qualifications for accessing the capital/loans, clearance of the capital/loans through monthly installments and how to make more profits with little capital/loans.

The next one will be on legal services pending the availability of the tentative expert.

### 3. Challenges

- One of the challenge is poor **internet** connections that affect the area sometimes. This can easily hinder effective research and communication endeavours within the incubator
- The printers provided by UNDP were delivered with pieces missing, damaged and do not function. The BRA has in the meantime lend a printer to the incubator however, it is imperative for operations within the incubator that the printers that were initially provided be serviced and fixed.
- Security challenges
  - Security guards should undergo basic security training
  - CCTV installation needs to be completed and security officers subsequently trained
  - Thorough inspection and checking to be conducted outside the main gate.
  - Two checking rooms need to be established for checking and frisking (one for male and another for female) outside of the SBI
  - Safety training is highly recommended for the security guards
  - Its recommended that the bus stop near the SBI entrance be relocated to enable easier entry in the incubator and also for security purposes.

### 4. GEEL

On October 2020 BRA/DSU had a historic MoU signing ceremony between GEEL Somalia and BRA/DSU to support and create sustainable economic opportunities for internally displaced persons and urban youth in Mogadishu-Somalia.

#### **Objective of the partnership**

Create sustainable economic opportunities for internally displaced persons and urban youth in Mogadishu-Somalia

#### **Activities and output**

Under this partnership we have different activities listed below;

- a. Electrical proficiency
  - Objective: Create sustainable economic opportunities for internally displaced persons and urban youth in Mogadishu-Somalia
  - Progress: We have successfully selected 15 beneficiaries from IDP's and urban poor living in Mogadishu-Somalia, with the aim of training and creating sustainable economic opportunities to the IDPs and urban poor.
  - Output: Training is still going on and they are now on 2 weeks holiday. They have taken 4 weeks theoretical part of electricity. The next session would be practical, as per the schedule training will be finished on late December. Allowances and transportation of three US dollars were provided to each person daily.
- b. Hospitality
  - Objective: Create sustainable economic opportunities for internally displaced persons and urban youth in Mogadishu-Somalia
  - Progress: We have successfully selected 15 beneficiaries from IDP's and urban poor living in Mogadishu-Somalia, with the aim of training and creating sustainable economic opportunities to the IDPs and urban poor.

Output: Training was successfully completed, and the teams were attached to some private sectors although they have not yet got their final job placement. There are no allowances for the Hospitality teams

c. Construction

- Objective: Create sustainable economic opportunities for internally displaced persons and urban youth in Mogadishu-Somalia
- Progress: We have successfully selected 15 beneficiaries from urban poor living in Mogadishu-Somalia, with the aim of training and creating sustainable economic opportunities to the IDPs and urban poor.
- Output: Construction training is going on.

As part of the GEEL interventions Fisheries and Agribusiness were included for skills development, however, these will be carried over in to 2021.

## MOVING FORWARD TO 2021:

The unit has successfully over the last two years progressed to institutionalize the very best practices in all government service delivery programme in urban planning, youth empowerment through employment. Moving forward to 2021 the unit aims to continue this growth in supporting local government interventions and ensuring the plight of displacement affected communities are prioritized in all local government planning and agenda. Early on in 2021 we will see the launch of the first social housing programme in Mogadishu in over three decades, the pilot programme will be a landmark achievement. However, we recognize there may be challenges along the way and naturally, there have been plenty of lessons learnt. We aim to continue large scale infrastructure project delivery through direct partnerships with the private sector and our International partners.

Furthermore, DSU's technical team through the Urban Planning and Engineering department at the BRA will be finalizing seven key area plans that will contribute into the early foundations for the regional authority to conduct a wider masterplan. Area plan approach will specifically ensure that IDPs, urban poor and displacement affected communities are included in all urban development in the region.

A particularly strong theme throughout 2020 was the unit's efforts for better knowledge management to inform response not just through COVID19 but all disasters that occur in a city in perpetual emergencies. Flash flooding throughout the city affected IDPs the most during the rainy seasons and for 2021 the unit aims to work with the Department of Public Works to capture geographical information systems data to confront flash flooding ahead of time. The unit also aims to provide innovative and technical solutions to flash flooding throughout the Benadir region.

We look forward to continue working with our International partners, governments at all levels and most importantly our constituents in Benadir.





# DSU

# Benadir

## CONTACT



Ufficio Governo, Hamarweyne.  
Mogadishu, Somalia.



[www.dsu.so](http://www.dsu.so)



[Contact@dsu.so](mailto:Contact@dsu.so)



[@DSUBenadir](https://twitter.com/DSUBenadir)